

# Bridging Nations, Empowering Sustainable Future



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PT Garuda Indonesia (Persero) Tbk (Garuda Indonesia atau Perseroan) memiliki komitmen untuk senantiasa memperkuat konektivitas global, menghubungkan berbagai bangsa di dunia melalui jaringan penerbangan yang luas, serta memperkuat implementasi keberlanjutan di seluruh aktivitas bisnisnya. Garuda Indonesia terus memperkuat langkah melalui perluasan jaringan penerbangannya pada rute dengan kinerja positif. Komitmen tersebut salah satunya diwujudkan melalui peningkatan frekuensi penerbangan internasional untuk rute penerbangan dari dan menuju Bali dari berbagai kota internasional di Australia dan Korea Selatan, seperti Sydney, Melbourne, dan Seoul.

Garuda Indonesia berkomitmen untuk tidak hanya menjadi penghubung antar negara, tetapi juga untuk berperan aktif dalam menciptakan masa depan yang berkelanjutan. Dalam menghadapi tantangan global terkait perubahan iklim dan kebutuhan untuk menjaga kelestarian lingkungan, Garuda Indonesia mengadopsi berbagai inisiatif untuk mendukung pembangunan berkelanjutan. Perkuatan keberlanjutan diwujudkan melalui berbagai penerapan inisiatif keberlanjutan yang meliputi Carbon Neutral Flight 75th, Waste Management Challenge to Employees, IDX Carbon Registration/Carbon Exchanges, ICAO CORSIA 2024 Verification, pelaksanaan pelatihan keberlanjutan. Selain itu, Perseroan juga senantiasa melaksanakan riset terkait Studi Rencana Penggunaan Sustainable Aviation Fuel (SAF) dalam Operasional Penerbangan Garuda Indonesia, serta berkolaborasi dengan berbagai pihak untuk memberikan manfaat pada pemangku kepentingan Perseroan.

PT Garuda Indonesia (Persero) Tbk (Garuda Indonesia atau Perseroan) memiliki komitmen untuk senantiasa memperkuat konektivitas global, menghubungkan berbagai bangsa di dunia melalui jaringan penerbangan yang luas, serta memperkuat implementasi keberlanjutan di seluruh aktivitas bisnisnya. Garuda Indonesia terus memperkuat langkah melalui perluasan jaringan penerbangannya pada rute dengan kinerja positif. Komitmen tersebut salah satunya diwujudkan melalui peningkatan frekuensi penerbangan internasional untuk rute penerbangan dari dan menuju Bali dari berbagai kota internasional di Australia dan Korea Selatan, seperti Sydney, Melbourne, dan Seoul.

Garuda Indonesia is dedicated to serving as a bridge between countries while actively contributing to a sustainable future. In addressing global challenges related to climate change and the necessity of environmental sustainability, Garuda Indonesia has adopted various initiatives to support sustainable development. These initiatives include the Carbon Neutral Flight 75th, Waste Management Challenge to Employees, IDX Carbon Registration/Carbon Exchanges, ICAO CORSIA 2024 Verification, and sustainability training programs. Furthermore, the Company consistently conducts research related to a Study on the Plan to Use Sustainable Aviation Fuel (SAF) in its Flight Operations, and collaborates with various parties to benefit its stakeholders.

# Milestone of Corporate Sustainability

## Milestone of Corporate Sustainability

### Achievement Of 2024

#### Initiatives by Unit Corporate Sustainability:

1. Carbon Neutral Flight 75th.
2. Waste Management Challenge to Employees.
3. IDX Carbon Registration/Carbon Exchanges.
4. ICAO CORSIA 2024 Verification.
5. Passenger CO2 Calculator (On Progress)
6. Drafting EMS Manual and Corporate Sustainability Manual (On Progress).

#### Research/Studies:

1. Garuda Indonesia and IPOSS Research – Sustainable Aviation Fuel (SAF) Surcharge Policy Survey on Tickets
2. Study of the Plan to Use SAF GA Flight Operations
3. Courtesy Visit to Pertamina: Benchmark for Sustainability & ESG Implementation

#### Colaborate/Support from Other Units:

1. Waste Management Anorganic Item with Recosystem.
2. Bulan K3 Nasional (Seminar from BNN and Waste Management Seminar)
3. Garuda Indonesia x Jejakin – Tree Planting Program at Duri Kosambi (On Progress).
4. Waste Management Recycle Navbag info Electronic Flight Bag (EFB) Bag.
5. Sky Team The Aviation Challenge (TAC) 2024.
6. Mangrove Planning – Benih Baik.
7. Assurance for Sustainability Report Garuda Indonesia 2023.

### Achievement Of 2024

#### Training/Seminar/Workshop:

1. IDX Training – Net Zero Incubator (GHG Scope 1, 2, 3).
2. Ministry of State-Owned Enterprises – SOE TJSL FGD Webinar: ESG Series.
3. BDO – Seminar “Green Technology Transformation: Utilizing Technology to Achive Sustainability & Secured Business.”
4. BDO – Coaching Clining Cybersecurity Pelindungan Data Pribadi (PDP) in ESG.

#### Coordination to Governance:

1. OJK – FGD TKBI (Taksonomi untuk Keuangan Berkelanjutan Indonesia) reference ASEAN ATSF (ASEAN Taxonomy for Sustainable Finance).
2. Dewan Energi Nasional – NKRI Energy Policy Update (Bioavtur Utilization).
3. Ikatan Akuntan Indonesia (IAI) & OJK – IFRS S1 & S2 Implementation (Related to Climate Change & Sustainability).
4. Ministry of Transportation – ICAO State Action Plan Indonesia.
5. Indonesia International Sustainability Forum (ISF) – Delegation to Biofuel Roundtable.
6. Ministry of Foreign Affairs – Lufthansa & ASEAN Joint Campaign to Prevent Negative Impact of EU Climate Policy (Air Transport Sector).
7. Coordinating Ministry for Maritime Affairs & Investment – Support Material for Indonesia’s SAF Roadmap.
8. Ministry Transportation – FGD on the Development of Strategic Plan 2025 – 2045.
9. Ministry of National Development Planning/Bappenas – Reporting of SDGs Achievement via E-Monev Application (On Progress).

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# TENTANG LAPORAN [GRI 2-2, 2-3, 2-4]

## ABOUT THE REPORT [GRI 2-2, 2-3, 2-4]

Laporan keberlanjutan PT Garuda Indonesia (Persero) Tbk (Garuda Indonesia) tahun 2024 disusun dengan mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik serta Surat Edaran Otoritas Jasa Keuangan Nomor 16/SEOJK.04/2021 Tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik. Laporan keberlanjutan ini juga disusun sesuai dengan (*in accordance with*) Consolidated Set of GRI Standards, Sustainability Accounting Standards Board (SASB) Standard Airlines dan Air Freight & Logistics, Internasional Financial Accounting Standard S1 dan S2.

Entitas yang termasuk ke dalam Laporan Keberlanjutan Garuda Indonesia tahun 2024 yaitu informasi yang berasal dari seluruh wilayah operasional Garuda Indonesia dan seluruh entitas anak sesuai dengan Laporan Keuangan Konsolidasian Garuda Indonesia. Oleh karenanya, tidak terdapat perbedaan antara entitas yang disampaikan dalam Laporan Keberlanjutan ini dengan entitas yang dilaporkan dalam Laporan Keuangan Konsolidasian. Metode yang digunakan Garuda Indonesia dalam mengumpulkan informasi yaitu dengan menggabungkan seluruh informasi yang disampaikan oleh entitas anak dengan informasi di lingkup Garuda Indonesia dengan mempertimbangkan merger, akuisisi, dan pelepasan entitas atau sebagian entitas.

Laporan Keberlanjutan ini mencakup periode sejak 1 Januari sampai 31 Desember 2024 sesuai dengan periode Laporan Keuangan Konsolidasian. Laporan ini disampaikan secara tahunan bersamaan dengan Laporan Tahunan Garuda Indonesia tahun 2024. Laporan ini dipublikasikan pada tanggal 28 April 2025. Pada Laporan Keberlanjutan ini, tidak terdapat informasi yang disajikan kembali.

Informasi lebih lanjut terkait Laporan Keberlanjutan ini, dapat menghubungi:

### Investor Relations

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The Sustainability Report of PT Garuda Indonesia (Persero) Tbk of 2024 is compiled in accordance with the Financial Services Authority Regulation (POJK) No.51/ POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, and the Circular Letter of the Financial Services Authority Number 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies. It is also compiled in accordance with the Consolidated Set of GRI Standards, Sustainability Accounting Standards Board (SASB), Airlines and Air Freight & Logistics Standards, and S1 and S2 International Financial Accounting

Standards. Entities included in the Sustainability Report of PT Garuda Indonesia of 2024 are information from all operational areas of Garuda Indonesia and its subsidiaries in accordance with the Consolidated Financial Statement of Garuda Indonesia. Therefore, there is no difference between the entities reported in this Sustainability Report and the Consolidated Financial Statement. Garuda Indonesia combines all information from its subsidiaries along with ones within the scope of Garuda Indonesia by considering mergers, acquisitions, and disposals of entities or parts of entities.

This Sustainability Report covers the period from January 1 to December 31, 2024, in accordance with the Consolidated Financial Statements period. This report was published on April 28, 2025. No prior information has been restated in this Sustainability Report.

For further information related to this report, please contact:

### Investor Relations

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Website: [www.garuda-indonesia.com](http://www.garuda-indonesia.com)

## Proses Penentuan Topik Material [GRI 3-1, 3-2]

Garuda Indonesia senantiasa melakukan identifikasi isu keberlanjutan berdasarkan aktivitas dan relasi bisnis yang telah dilaksanakan secara rutin di masing-masing unit kerja. Setiap unit kerja yang berkaitan dengan *stakeholder*, melakukan identifikasi dampak yang diakibatkan dari aktivitas operasional Perseroan terhadap para *stakeholder*. Pada tahap ini, Perseroan melibatkan Unit Corporate Secretary, Unit Manajemen Risiko, Unit Corporate Legal & Compliance, Unit Business Support & General Affairs, Unit Corporate Sustainability, Unit Human Capital Operation Government Relations & TJSL.

Selanjutnya, Garuda Indonesia menganalisis dampak aktual dan potensial terhadap ekonomi, lingkungan, dan masyarakat, termasuk dampak terhadap hak asasi manusia, yang terjadi di seluruh aktivitas dan hubungan bisnis Perseroan. Dalam mengidentifikasi dampak, Garuda Indonesia juga mempertimbangkan informasi dari berbagai sumber seperti sarana pengaduan, sistem manajemen risiko, serta dokumen pendukung lainnya.

Aktivitas selanjutnya yang dilakukan Perseroan yaitu menilai signifikansi dari dampak-dampak yang telah diidentifikasi terkait lingkup, kemungkinan dan tingkat keparahannya. Setelah melakukan penilaian, kemudian isu tersebut disiapkan untuk diprioritaskan. Hal ini bertujuan untuk mengambil tindakan dalam menangani dampak-dampak tersebut dan juga untuk menentukan topik material yang akan dilaporkan.

Langkah selanjutnya, Garuda Indonesia melakukan konfirmasi kepada *stakeholder* eksternal serta ahli/expert atas topik material yang menjadi prioritas dari internal Perseroan guna mendapat masukan dari *stakeholder* eksternal serta ahli/expert. Selanjutnya, setelah mendapatkan masukan atas topik material, kemudian Perseroan meminta persetujuan Direksi atas topik material yang akan disampaikan dalam Laporan Keberlanjutan Garuda Indonesia tahun 2024.

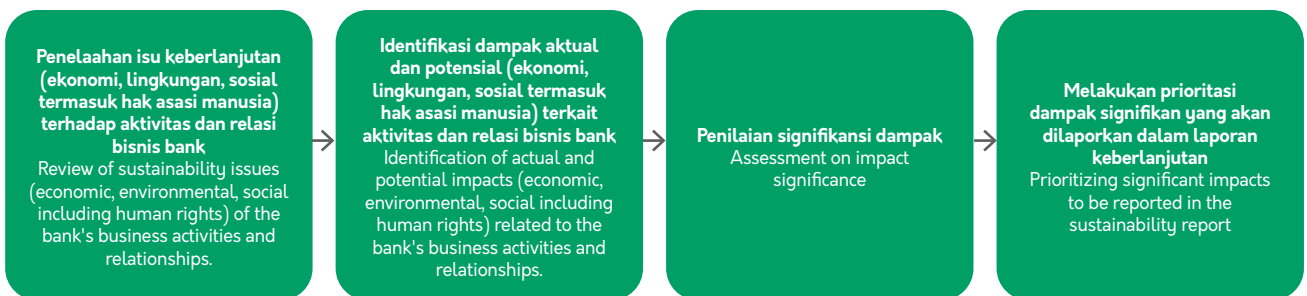
## Material Topics Determination Process [GRI 3-1, 3-2]

Garuda Indonesia constantly identifies sustainability issues based on activities and business relations frequently carried out in each work unit. Each work unit related to stakeholders identifies the impacts of the Company's operational activities on stakeholders. At this stage, the Company involved the Corporate Secretary Unit, Risk Management Unit, Corporate Legal & Compliance Unit, Business Support & General Affairs Unit, Corporate Sustainability Unit, and the HC Operation Government Relations & Social and Environmental Responsibility (TJSL) Unit.


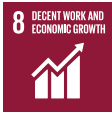

Furthermore, Garuda Indonesia analyzes the actual and potential impacts on the economy, environment, and society, including impacts on human rights, across all the Company's activities and business relationships. In identifying impacts, Garuda Indonesia also considers information from various sources, such as grievance systems, risk management systems, and other supporting documents.

Next, the Company assesses the significance of the identified impacts regarding their scope, likelihood, and severity. After the assessment, the issue is then prepared for prioritization. This aims to act in addressing these impacts and to determine the material topics to be reported.

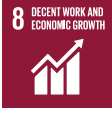
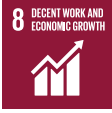



Next, Garuda Indonesia establishes a threshold and seeks confirmation from external stakeholders regarding the topics selected internally by the Company. After identifying the material topics, the Company seeks approval from the Board of Directors for the material topics to be presented in Garuda Indonesia's 2024 Sustainability Report.



Topik Material Material Topics	Isu Utama Main Issues	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Alasan Besifat Material Material Reasons	TPB SDGs
Kinerja Ekonomi Economic Performance	<ul style="list-style-type: none"> <li>• Nilai ekonomi langsung yang dihasilkan dan didistribusikan oleh Perusahaan</li> <li>• Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim</li> <li>• Kewajiban program pensiun manfaat pasti dan program pensiun lainnya</li> <li>• Bantuan keuangan yang diterima Perusahaan dari Pemerintah</li> <li>• Direct economic value generated and distributed by the Company</li> <li>• Financial implications and other risks and opportunities resulting from climate change</li> <li>• Obligations of defined benefit pension and other retirement plans</li> <li>• Financial assistance received by the Company from the Government</li> </ul>	<ul style="list-style-type: none"> <li>• Pemegang Saham dan Investor</li> <li>• Pemerintah</li> <li>• Pegawai</li> <li>• Mitra Kerja</li> <li>• Shareholders and Investors</li> <li>• Government</li> <li>• Employees</li> <li>• Working Partners</li> </ul>	<p>Kinerja ekonomi mencerminkan komitmen Garuda Indonesia dalam mengelola dan menjaga aspek ekonomi Perseroan. Komitmen Perseroan dalam mengelola aspek ekonomi memberikan dampak positif berupa peningkatan reputasi Perseroan.</p> <p>The economic performance reflects Garuda Indonesia's commitment in managing and maintaining the economic aspects of the Company. The Company's commitment in managing the economic aspects has a positive impact in the form of improving the Company's reputation.</p>	
Dampak Ekonomi Tidak Langsung Indirect Economic Impacts	<ul style="list-style-type: none"> <li>• Investasi infrastruktur dan dukungan layanan</li> <li>• Dampak ekonomi tidak langsung yang signifikan</li> <li>• Infrastructure investment and service support</li> <li>• Significant indirect economic impact</li> </ul>	Masyarakat Community	<p>Perseroan berkomitmen untuk memberikan dampak positif kepada seluruh masyarakat. Hal ini tercermin dengan telah dilakukannya penilaian SROI yang menunjukkan seluruh aktivitas TJSL memberikan manfaat terhadap masyarakat.</p> <p>The Company is committed to providing a positive impact to the entire community. This is reflected in the SROI assessment that shows all TJSL activities provide benefits to the community.</p>	
Emisi Emission	<ul style="list-style-type: none"> <li>• Emisi GRK Langsung (Cakupan 1)</li> <li>• Emisi GRK Tidak Langsung (Cakupan 2)</li> <li>• Emisi GRK tidak langsung lainnya (Cakupan 3)</li> <li>• Intensitas Emisi GRK</li> <li>• Pengurangan Emisi GRK</li> <li>• Pengendalian Emisi Penipis Lapisan Ozon</li> <li>• Nitrogen Oksida (NOx), Sulfur Oksida (SOx), dan Emisi Udara Signifikan Lainnya</li> <li>• Direct GHG Emissions (Scope 1)</li> <li>• Indirect GHG emissions (Scope 2)</li> <li>• Other indirect GHG emissions (Scope 3)</li> <li>• GHG Emission Intensity</li> <li>• GHG Emission Reduction</li> <li>• Control of Ozone Layer Depleting Emissions</li> <li>• Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and Other Significant Air Emissions</li> </ul>	<ul style="list-style-type: none"> <li>• Karyawan</li> <li>• Masyarakat</li> <li>• Pemerintah</li> <li>• Mitra kerja</li> <li>• Employees</li> <li>• Community</li> <li>• Government</li> <li>• Partners</li> </ul>	<p>Penggunaan energi yang tidak efektif akan berdampak pada peningkatan emisi yang dihasilkan. Oleh karenanya, Perseroan senantiasa melakukan upaya reduksi emisi di antaranya dengan menggunakan <i>alternate fuel usage</i>, <i>CGK Runway Optimization</i> dan lainnya.</p> <p>Ineffective energy use will result in increased emissions. Therefore, the Company always makes efforts to reduce emissions by using alternate fuel usage, CGK Runway Optimization and others.</p>	

Topik Material Material Topics	Isu Utama Main Issues	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Alasan Besifat Material Material Reasons	TPB SDGs
Kesehatan dan Keselamatan Kerja Occupational Health and Safety	<ul style="list-style-type: none"> <li>Sistem manajemen keselamatan dan kesehatan kerja</li> <li>Pengidentifikasian bahaya, penilaian risiko, dan investigasi insiden</li> <li>Layanan kesehatan yang dimiliki Perseroan</li> <li>Partisipasi, konsultasi, dan komunikasi pekerja pada kesehatan dan keselamatan kerja</li> <li>Pelatihan pekerja tentang kesehatan dan keselamatan kerja</li> <li>Peningkatan kualitas kesehatan pekerja</li> <li>Pencegahan dan mitigasi dampak-dampak keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis</li> <li>Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja</li> <li>Kecelakaan kerja yang terjadi pada periode pelaporan</li> <li>Penyakit akibat kerja yang dialami oleh karyawan Perseroan</li> <li>Occupational safety and health management system</li> <li>Hazard identification, risk assessment and incident investigation</li> <li>Company-owned health services</li> <li>Worker participation, consultation, and communication on occupational health and safety</li> <li>Worker training on occupational health and safety</li> <li>Worker health quality improvement</li> <li>Prevention and mitigation of occupational health and safety impacts directly related to business relationships</li> <li>Workers covered by the occupational health and safety management system</li> <li>Occupational accidents that occurred in the reporting period</li> <li>Occupational diseases experienced by the Company's employees</li> </ul>	<ul style="list-style-type: none"> <li>Pegawai</li> <li>Penumpang</li> <li>Mitra Kerja</li> <li>Masyarakat</li> <li>Pemerintah</li> <li>Employee</li> <li>Passengers</li> <li>Work Partners</li> <li>Community</li> <li>Government</li> </ul>	<p>Perseroan senantiasa memastikan bahwa seluruh karyawan memiliki rasa aman dan nyaman dalam bekerja. Perseroan juga memastikan bahwa karyawan dapat mengidentifikasi bahaya yang akan terjadi, sehingga terhindar dari bahaya kecelakaan kerja. pengelolaan aspek K3 yang efektif akan berdampak pada peningkatan produktivitas karyawan Perseroan.</p> <p>The Company always ensures that all employees have a sense of security and comfort at work. The Company also ensures that employees can identify hazards that will occur, to avoid the danger of work accidents. effective management of OHS aspects will have an impact on increasing the productivity of the Company's employees.</p>	  

Topik Material Material Topics	Isu Utama Main Issues	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Alasan Besifat Material Material Reasons	TPB SDGs
<p>Pelatihan dan Pendidikan Training and Education</p>	<ul style="list-style-type: none"> <li>Rata-rata jam pelatihan per tahun per karyawan</li> <li>Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan</li> <li>Average training hours per year per employee</li> <li>Employee upskilling and transition assistance programs</li> </ul>	<ul style="list-style-type: none"> <li>Karyawan</li> <li>Penumpang</li> <li>Masyarakat</li> <li>Employees</li> <li>Passengers</li> <li>Public</li> </ul>	<p>Karyawan merupakan sumber daya yang berperan penting dalam kinerja Perseroan. Oleh karenanya, Perseroan memberikan kesempatan yang sama bagi seluruh karyawan dalam meningkatkan kompetensinya melalui pelatihan dan pendidikan. Penyelenggaraan pelatihan dan pendidikan berdampak positif pada produktivitas karyawan, keunggulan bersaing dan pendapatan Perseroan. Employees are resources that play an important role in the Company's performance. Therefore, the Company provides equal opportunities for all employees to improve their competence through training and education. The implementation of training and education has a positive impact on employee productivity, competitive advantage and the Company's revenue.</p>	
<p>Kesehatan dan Keselamatan Pelanggan Customer Health and Safety</p>	<ul style="list-style-type: none"> <li>Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa</li> <li>Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa</li> <li>Health and safety impact assessments of various product and service categories</li> <li>Incidents of non-compliance with respect to health and safety impacts of products and services</li> </ul>	<ul style="list-style-type: none"> <li>Penumpang</li> <li>Masyarakat</li> <li>Passengers</li> <li>Community</li> </ul>	<p>Perseroan senantiasa memastikan bahwa seluruh penumpang merasa nyaman dan aman dalam melakukan penerbangan bersama Garuda Indonesia Group. Perseroan senantiasa mengutamakan kepuasan penumpang dalam menggunakan jasa Perseroan. Hal ini berdampak pada peningkatan pendapatan Perseroan. The Company always ensures that all passengers feel comfortable and safe in flying with Garuda Indonesia Group. The Company always prioritizes passenger satisfaction in using the Company's services. This has an impact on increasing the Company's revenue.</p>	
<p>Pemasaran dan Pelabelan Marketing and Labeling</p>	<ul style="list-style-type: none"> <li>Persyaratan untuk informasi dan pelabelan produk dan layanan</li> <li>Insiden ketidakpatuhan terkait produk dan layanan informasi dan pelabelan berdasarkan jenisnya</li> <li>Insiden ketidakpatuhan terkait pemasaran komunikasi</li> <li>Requirements for product and service information and labeling</li> <li>Incidents of non-compliance related to product and service information and labeling by type</li> <li>Incidents of non-compliance related to marketing communications</li> </ul>	<ul style="list-style-type: none"> <li>Karyawan</li> <li>Pemegang saham</li> <li>Penumpang</li> <li>Employees</li> <li>Shareholders</li> <li>Passengers</li> </ul>	<p>Perseroan senantiasa memenuhi kebutuhan akan informasi terkait produk dan jasa yang beriklan kepada seluruh penumpang. Hal ini akan berdampak pada meningkatnya kepuasan penumpang, peningkatan kepercayaan penumpang, serta peningkatan pendapatan Perseroan. The Company always fulfills the need for information related to products and services provided to all passengers. This will have an impact on increasing passenger satisfaction, increasing passenger confidence, and increasing the Company's revenue.</p>	

Topik Material Material Topics	Isu Utama Main Issues	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Alasan Besifat Material Material Reasons	TPB SDGs
Kebebasan Berserikat dan Perundingan Kolektif Freedom of Association and Collective Bargaining	Aktivitas operasional dan pemasok yang menunjukkan hak pekerja untuk berserikat dan melakukan perundingan bersama bisa terhalang atau tidak dihormati. Operations and supplier activities where workers' rights to organize and collective bargaining may be hindered or not respected.	<ul style="list-style-type: none"> <li>Pegawai</li> <li>Mitra Kerja</li> <li>Employee</li> <li>Working Partner</li> </ul>	<p>Perseroan senantiasa membangun hubungan yang baik dengan seluruh karyawannya. Perseroan meningkatkan intensitas komunikasi dengan serikat pekerja. Garuda Indonesia menjamin kebebasan karyawannya untuk berserikat. Hal ini berdampak pada peningkatan produktivitas karyawan dalam bekerja.</p> <p>The Company continues to build a good relationship with all of its employees. The Company increases the intensity of communication with labor unions. Garuda Indonesia guarantees its employees' freedom of association. This has an impact on increasing employee productivity at work.</p>	
Praktik Pengadaan Procurement Practices	Proporsi pengeluaran untuk pemasok lokal Proportion of spend on local suppliers	Mitra Kerja Working Partner	<p>Perseroan memiliki komitmen untuk senantiasa mengedepankan penggunaan produk dalam negeri. Hal ini berdampak positif pada pertumbuhan ekonomi industri di Indonesia.</p> <p>The Company has a commitment to always prioritize the use of domestic products. This has a positive impact on the economic growth of the industry in Indonesia.</p>	
Keberagaman dan Kesempatan Setara Diversity and Equal Opportunity	<ul style="list-style-type: none"> <li>Keanekaragaman badan tata kelola dan karyawan</li> <li>Rasio gaji pokok dan remunerasi perempuan dibandingkan</li> <li>Diversity of governance bodies and employees</li> <li>Ratio of women's base salary and remuneration compared to</li> </ul>	Pegawai Employee	<p>Perseroan senantiasa memberikan kesempatan yang sama dalam peningkatan jenjang karir dan pemberian hak karyawan. Hal ini berdampak pada peningkatan produktivitas karyawan karena karyawan merasa tidak dibedakan, sehingga pada akhirnya berdampak pada peningkatan pendapatan Perseroan.</p> <p>The Company always provides equal opportunities for career advancement and employee rights. This has an impact on increasing employee productivity because employees feel no discrimination, which in turn has an impact on increasing the Company's revenue.</p>	  

Beberapa topik material tahun 2023 yang tidak diprioritaskan untuk dilaporkan pada Laporan Keberlanjutan tahun 2024 beserta alasannya dijelaskan sebagai berikut.

Some of the material topics in 2023 that are not prioritized to be reported in the 2024 Sustainability Report and the reasons are explained below.

Topik Material Material Topics	Alasan Reasons
Anti Korupsi Anti-Corruption	<p>Perseroan telah memastikan bahwa seluruh aktivitas operasionalnya telah menerapkan sistem manajemen anti korupsi dengan baik. Hal ini tercermin dengan telah dimilikinya Sertifikasi ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan.</p> <p>The Company has ensured that all of its operational activities have implemented a good anti-corruption management system. This is reflected in the possession of ISO 37001:2016 Certification on Anti-Bribery Management System.</p>
Energi Energy	<p>Perseroan telah memiliki program upaya efisiensi energi melalui penggunaan <i>Alternate Fuel Usage</i>, <i>CGK Runway Optimization (North Runway only)</i>, <i>Compliance with Flight Plan (Altitude)</i>, <i>Engine Taxi Procedure (Airbus only)</i>, <i>Optimal Flap Setting (Airbus only)</i>, dan <i>Route Optimization (Flight to/from Korea Region, Japan Region, Australia Region, Saudi of Arabia Region, and Europe Region)</i></p> <p>The Company has an energy efficiency program through the use of <i>Alternate Fuel Usage</i>, <i>CGK Runway Optimization (North Runway only)</i>, <i>Compliance with Flight Plan (Altitude)</i>, <i>Engine Taxi Procedure (Airbus only)</i>, <i>Optimal Flap Setting (Airbus only)</i>, and <i>Route Optimization (Flights from/to Korea, Japan, Australia, Saudi Arabia, and Europe)</i>.</p>

Topik Material Material Topics	Alasan Reasons
Masyarakat lokal Local community	Perseroan telah melakukan pengukuran <i>Social Return on Investment</i> (SROI) atas aktivitas TJSL yang telah dilaksanakan. Hasil pengukuran SROI menunjukkan bahwa Perseroan telah memberikan manfaat yang tinggi kepada masyarakat lokal. The Company has conducted a Social Return on Investment (SROI) measurement of the TJSL activities that have been implemented. The SROI measurement results show that the Company has provided high benefits to the local community.
Privasi Pelanggan Customer Privacy	Perseroan telah membentuk Computer Security Incident Response Team yang menjadi perwakilan perusahaan dengan Badan Siber dan Sandi Negara dalam penanganan insiden keamanan informasi termasuk pelaporan jika terjadi insiden. Oleh karenanya, Perseroan telah menjamin privasi data pelanggan terjaga dengan baik. The Company has established a Computer Security Incident Response Team that represents the Company with the National Cyber and Crypto Agency in handling information security incidents including reporting if an incident occurs. Therefore, the Company has ensured that the privacy of customer data is well maintained.

## Pengelolaan Topik Material [GRI 3-3]

### Kinerja Ekonomi

Perseroan senantiasa melakukan pengelolaan kinerja ekonomi dengan efektif. Hal ini dikarenakan kinerja ekonomi mampu mencerminkan berbagai pencapaian kinerja operasional dan keuangan Perseroan. Dampak positif baik aktual maupun potensial dari pengelolaan kinerja ekonomi yang efektif yaitu peningkatan reputasi, kepercayaan dan nilai perusahaan.

Komitmen Perseroan dalam mengelola kinerja ekonomi tertuang dalam Rencana Keuangan dan Anggaran Perusahaan yang merupakan bagian dari Rencana Jangka Panjang Perseroan. Perseroan telah menetapkan berbagai target kinerja ekonomi yang hendak dicapai selama tahun 2024. Efektivitas pengelolaan kinerja ekonomi dilakukan dengan membandingkan realisasi atas target yang telah ditetapkan di dalam RKAP.

Selain itu, Perseroan senantiasa melakukan evaluasi efektivitas kinerja ekonomi melalui ketercapaian RKAP. Realisasi RKAP Perseroan disampaikan oleh kepada pemegang saham yang bertujuan sebagai bahan pertimbangan dalam menyusun RKAP tahun selanjutnya. Perseroan juga melaksanakan audit atas Laporan Keuangan pada setiap tahunnya.

Selama tahun 2024, Perseroan berhasil meningkatkan *seat load factor* menjadi sebesar 78,90% meningkat dibandingkan tahun 2023 yang sebesar 72,4% serta peningkatan *cargo load factor* menjadi sebesar 37,30% meningkat dibandingkan tahun 2023 yang sebesar 36,5%. Perseroan juga berhasil mencapai target kinerja produksi kargo Garuda Indonesia Group sebesar 100,82%.

### Dampak Ekonomi Tidak Langsung

Dalam menjalankan aktivitas operasionalnya, Garuda Indonesia berkomitmen untuk senantiasa memberikan dampak positif aktual maupun potensial terhadap masyarakat. Hal ini diwujudkan melalui investasi infrastruktur dan berbagai aktivitas TJSL terhadap masyarakat. Perseroan telah melakukan investasi infrastruktur dengan melakukan penambahan sebanyak 2 (dua) pesawat B737-

## Material Topics Management [GRI 3-3]

### Economic Performance

The Company always manages its economic performance effectively. This is because economic performance is able to reflect various achievements of the Company's operational and financial performance. The positive actual or potential impact of effective economic performance management is an increase in reputation, trust and corporate value.

The Company's commitment to managing economic performance is contained in the Company's Financial Plan and Budget, which is part of the Company's Long-Term Plan. The Company has set various economic performance targets to be achieved during 2024. The effectiveness of economic performance management is done by comparing the realization of the targets set in the RKAP.

In addition, the Company always evaluates the effectiveness of economic performance through the achievement of RKAP. The realization of the Company's RKAP is submitted by the shareholders which aims as a consideration in preparing the RKAP for the following year. The Company also conducts an audit of the Financial Statements every year.

During the year, the Company succeeded in increasing the *seat load factor* to 78.90% compared to 72.4% in 2023 and increasing the *cargo load factor* to 37.30% compared to 36.5% in 2023. The Company also managed to achieve Garuda Indonesia Group's cargo production performance target of 100.82%.

### Indirect Economic Impact

In conducting its operational activities, Garuda Indonesia is committed to always having a positive actual or potential impact on the community. This is realized through infrastructure investment and various TJSL activities towards the community. The Company has invested in infrastructure by adding 2 (two) B737-800 aircraft. This investment is intended to improve flight

800. Investasi ini ditujukan meningkatkan layanan penerbangan bagi seluruh masyarakat. Hal ini memberikan dampak positif kepada masyarakat berupa peningkatan aksesibilitas transportasi udara, konektivitas antarwilayah yang lebih baik, serta peningkatan kenyamanan dan keamanan penerbangan.

Selanjutnya, dampak positif yang ditimbulkan dari pelaksanaan TJSL di antaranya yaitu meningkatkan pendapatan Masyarakat sekitar melalui penciptaan lapangan kerja. Selain itu, pelaksanaan aktivitas TJSL yang dilakukan oleh Garuda Indonesia juga memberikan manfaat bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi Perusahaan, memberikan kontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel, serta membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri, serta masyarakat sekitar Perusahaan.

Komitmen Perseroan dalam melakukan aktivitas TJSL tertuang pada Manual Prosedur Tanggung Jawab Sosial dan Lingkungan Terbitan 1 Amandemen 0: PR/ID/TSL. Pada manual tersebut memuat prosedur perencanaan program TJSL & PUMK, prosedur pengelolaan program TJSL & PUMK, serta prosedur pelaporan program TJSL & PUMK. Adapun Manual Prosedur TJSL mengacu pada Surat Keputusan, Peraturan Pemerintah atau Regulator, Surat Kementerian BUMN, dan tulisan dinas yang berlaku di Perseroan. Sesuai dengan Peraturan Menteri BUMN yang termuat dalam Manual TJSL memuat pernyataan bahwa BUMN wajib melaksanakan Program TJSL BUMN dengan memenuhi ketentuan yang diatur dalam Peraturan Menteri.

Di samping itu, pelaksanaan aktivitas TJSL di Garuda Indonesia merujuk pada sejumlah regulasi antara lain Undang-Undang Perseroan Terbatas, Undang-Undang No.25 Tahun 2007 tentang Penanaman Modal, serta Surat Edaran Otoritas Jasa Keuangan Republik Indonesia Nomor 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik sebagai pedoman teknis pelaksanaan POJK Keuangan Berkelanjutan. Secara spesifik, SEOJK menegaskan perlunya kegiatan TJSL dikaitkan dengan 17 (tujuh belas) Tujuan Pembangunan Berkelanjutan/TPB (*Sustainable Development Goals/SDGs*) di Indonesia.

Perseroan senantiasa melakukan pertemuan dengan masyarakat untuk mendapat masukan terkait pelaksanaan TJSL selanjutnya. Evaluasi efektivitas pelaksanaan TJSL yaitu dilakukan dengan mengukur *Social Return on Investment* (SROI). SROI merupakan suatu metode yang digunakan untuk mengukur dan mengevaluasi dampak sosial, lingkungan, dan ekonomi dari suatu aktivitas sosial yang dilakukan Perseroan.

services for the entire community. This has a positive impact on the community in the form of increased accessibility of air transportation, better connectivity between regions, and increased comfort and safety of flights.

Furthermore, the positive impacts arising from the implementation of TJSL include increasing the income of the surrounding community through job creation. In addition, the implementation of TJSL activities carried out by Garuda Indonesia also provides benefits for economic development, social development, environmental development as well as legal development and governance for the Company, contributes to the creation of added value for the company with integrated, targeted and measurable principles of impact and accountability, and fosters micro and small businesses to be more resilient and independent, as well as communities around the Company.

The Company's commitment in conducting CSR activities is stated in the Social and Environmental Responsibility Procedure Manual Issue 1 Amendment 0: PR/ID/TSL. The manual contains procedures for planning the JSP & PUMK program, procedures for managing the JSP & PUMK program, and procedures for reporting the JSP & PUMK program. The TJSL Procedure Manual refers to Decrees, Government Regulations or Regulators, Letters from the Ministry of SOEs, and official writings that apply in the Company. In accordance with the Regulation of the Minister of SOEs, the JSP Manual contains a statement that SOEs are obliged to implement the SOE JSP Program by fulfilling the provisions stipulated in the Ministerial Regulation.

In addition, the implementation of CSR activities at Garuda Indonesia refers to a number of regulations, including the Limited Liability Company Law, Law No.25 of 2007 on Capital Investment, and Circular Letter of the Financial Services Authority of the Republic of Indonesia Number 16/SEOJK.04/2021 on the Form and Content of Annual Reports of Issuers or Public Companies as technical guidelines for the implementation of the POJK on Sustainable Finance. Specifically, the SEOJK emphasizes the need for CSR activities to be linked to the 17 (seventeen) Sustainable Development Goals (SDGs) in Indonesia.

The Company always conducts meetings with the community to obtain input related to the next TJSL implementation. Evaluation of TJSL implementation effectiveness is done by measuring Social Return on Investment (SROI). SROI is a method used to measure and evaluate the social, environmental, and economic impacts of a social activity carried out by the Company.

Berdasarkan hasil pengukuran SROI, aktivitas TJSL yang dilaksanakan selama tahun 2024 memiliki nilai di atas 1 (satu). Hal ini menyatakan bahwa aktivitas TJSL yang dilakukan Perseroan memberikan manfaat terhadap masyarakat.

## Emisi

Penggunaan energi secara berlebihan dapat berdampak negatif baik aktual maupun potensial berupa peningkatan emisi yang dihasilkan, sehingga berkontribusi terhadap perubahan iklim. Oleh karenanya, Perseroan senantiasa melakukan upaya reduksi emisi yang sejalan dengan upaya efisiensi penggunaan energi. Upaya yang dilakukan di antaranya dengan menggunakan *alternate fuel usage*, melakukan *CGK runway optimization*, *compliance with flight plan*, *engine taxi procedure*, *optimal flap setting*, dan *route optimization*. Garuda Indonesia juga telah mengimplementasikan konsep Garuda Indonesia Green Airline yang bertujuan menjadikan maskapai penerbangan selaras dengan masyarakat dan alam.

Garuda Indonesia menegaskan komitmennya dalam pengurangan emisi melalui penerapan *Occupational Safety, Health, and Environment (OSHE) Policy* yang menjadi pedoman utama dalam menjalankan operasional perusahaan secara berkelanjutan. Kebijakan ini mencerminkan tanggung jawab Garuda Indonesia kepada para pemegang saham, pelanggan, karyawan, dan lingkungan global untuk mengedepankan aspek kesehatan kerja dan perlindungan lingkungan sebagai nilai utama. Dalam implementasinya, Garuda Indonesia berupaya menciptakan lingkungan kerja yang aman dan sehat, mencegah kecelakaan kerja dan penyakit akibat kerja, mengendalikan tingkat kebisingan pada level yang dapat diterima, serta secara aktif mengurangi emisi dan dampak lingkungan lainnya yang timbul dari kegiatan operasional.

Sebagai bentuk komitmen *top management*, Presiden Direktur & CEO Garuda Indonesia memastikan ketersediaan sumber daya yang memadai untuk mendukung pencapaian target-target sesuai dengan peraturan perundang-undangan, kebijakan internal, serta praktik terbaik di industri penerbangan. Namun demikian, kebijakan ini menekankan bahwa pencapaian tujuan *Occupational Safety, Health, and Environment (OSHE) Policy* bukan hanya tanggung jawab pimpinan, melainkan menjadi kewajiban kolektif seluruh insan Garuda Indonesia. Setiap individu dalam perusahaan diharapkan turut berperan aktif dalam menciptakan budaya kerja yang aman, sehat, dan ramah lingkungan.

Selain itu, Garuda Indonesia mendorong partisipasi aktif karyawan dalam pengawasan lingkungan kerja dan lingkungan hidup melalui pelaporan menggunakan media yang telah disediakan. Kebijakan ini memberikan perlindungan kepada pelapor sebagai bagian dari komitmen terhadap transparansi dan perbaikan berkelanjutan, kecuali dalam hal terdapat tindakan yang melanggar hukum, dilakukan secara sengaja dan sadar, atau

Based on the results of the SROI measurement, the TJSL activities carried out during 2024 have a value above 1 (one). This states that the TJSL activities conducted by the Company provide benefits to the community.

## Emission

Excessive use of energy can have a negative actual or potential impact in the form of increased emissions produced, thus contributing to climate change. Therefore, the Company always makes efforts to reduce emissions in line with energy use efficiency efforts. Efforts made include using alternate fuel usage, conducting CGK runway optimization, compliance with flight plan, engine taxi procedure, optimal flap setting, and route optimization. Garuda Indonesia has also implemented the Garuda Indonesia Green Airline concept which aims to make airlines in harmony with the community and nature.

Garuda Indonesia emphasizes its commitment to emission reduction through the implementation of the Occupational Safety, Health, and Environment (OSHE) Policy, which serves as the main guideline in running the company's operations in a sustainable manner. This policy reflects Garuda Indonesia's responsibility to shareholders, customers, employees, and the global environment to prioritize occupational health and environmental protection as core values. In its implementation, Garuda Indonesia strives to create a safe and healthy working environment, prevent work accidents and occupational diseases, control noise levels at acceptable levels, and actively reduce emissions and other environmental impacts arising from operational activities.

As a form of top management commitment, the President Director & CEO of Garuda Indonesia ensures the availability of adequate resources to support the achievement of targets in accordance with laws and regulations, internal policies, and best practices in the aviation industry. However, this policy emphasizes that achieving the objectives of the Occupational Safety, Health, and Environment (OSHE) Policy is not only the responsibility of the top management, but also the collective obligation of all Garuda Indonesia personnel. Every individual within the company is expected to play an active role in creating a safe, healthy and environmentally friendly work culture.

In addition, Garuda Indonesia encourages the active participation of employees in monitoring the work environment and the environment through reporting using the media provided. This policy provides protection to whistleblowers as part of its commitment to transparency and continuous improvement, except in the case of actions that violate the law, are committed intentionally and knowingly, or constitute gross negligence

merupakan kelalaian berat yang tidak dapat ditoleransi. Melalui kebijakan ini, Garuda Indonesia menegaskan bahwa keselamatan, kesehatan kerja, dan perlindungan lingkungan hidup merupakan bagian tak terpisahkan dari strategi keberlanjutan jangka panjang perusahaan.

Evaluasi efektivitas pengelolaan emisi di Perseroan dilakukan dengan membandingkan emisi yang dihasilkan dengan *baseline* emisi GRK yang telah ditetapkan yaitu di tahun 2019. Di tahun 2024, tidak terdapat penurunan emisi GRK dibandingkan dengan *baseline*. Namun demikian, Perseroan terus melakukan upaya reduksi emisi.

## Kesehatan dan Keselamatan Kerja

Garuda Indonesia menyadari bahwa kesehatan dan keselamatan kerja (K3) menempatkan lingkungan kerja yang sehat dan aman serta perlindungan lingkungan berkelanjutan sebagai salah satu nilai utama Perseroan. Komitmen ini diwujudkan melalui penerapan *Occupational Safety, Health & Environment Management System* (OSHE-MS) yang melibatkan seluruh karyawan, anak perusahaan, mitra usaha, kontraktor, dan pemasok. Manajemen perusahaan, melalui CEO selaku *Accountable Executive*, menjamin ketersediaan sumber daya yang diperlukan untuk mencapai target lingkungan kerja yang sehat dan aman serta perlindungan lingkungan yang berkelanjutan, sesuai dengan hukum, regulasi, standar perusahaan, dan praktik terbaik industri. Namun, tanggung jawab atas pencapaian kinerja ini menjadi tanggung jawab bersama seluruh individu dalam organisasi.

Dampak positif aktual maupun potensial atas pengelolaan aspek K3 yang efektif dapat meningkatkan rasa aman dan nyaman karyawan saat bekerja, sehingga meningkatkan produktivitas karyawan. Namun, terdapat dampak negatif aktual maupun potensial yang timbul apabila pengelolaan aspek K3 tidak efektif yaitu berpotensi terhadap terjadinya insiden kecelakaan kerja bagi karyawan Perseroan yang akan menurunkan reputasi perusahaan. Upaya Perseroan dalam menerapkan K3 mencakup penciptaan lingkungan kerja yang kondusif, pencegahan kecelakaan kerja dan penyakit akibat kerja, pengurangan emisi, pengendalian kebisingan, serta mitigasi dampak lingkungan lainnya yang mungkin timbul dari aktivitas perusahaan. Garuda Indonesia juga berkomitmen untuk menyediakan lingkungan kerja yang aman bagi karyawan, pengunjung, dan pihak lain yang terdampak oleh kegiatan operasional.

Komitmen Perseroan dalam pengelolaan K3 tertuang dalam *OSHE Policy*. Dalam kebijakan tersebut menyebutkan bahwa Perseroan mendorong pelaporan segala isu terkait kesehatan, keselamatan kerja, dan lingkungan melalui jalur komunikasi yang telah ditentukan, tanpa kekhawatiran akan adanya konsekuensi negatif. Namun, pelanggaran hukum yang disengaja, tindakan ilegal, maupun kelalaian berat tidak akan ditoleransi. Dalam

that cannot be tolerated. Through this policy, Garuda Indonesia emphasizes that occupational safety, health and environmental protection are integral to the company's long-term sustainability strategy.

Evaluation of the effectiveness of emission management in the Company is carried out by comparing the emissions produced with the GHG emission baseline that has been set in 2019. In 2024, there was no decrease in GHG emissions compared to the baseline. However, the Company continues to make efforts to reduce emissions.

## Occupational Health and Safety

Garuda Indonesia recognizes that occupational health and safety (OHS) is one of the Company's core values, along with a healthy and safe working environment and sustainable environmental protection. This commitment is realized through the implementation of an *Occupational Safety, Health & Environment Management System* (OSHE-MS) that involves all employees, subsidiaries, business partners, contractors, and suppliers. Company management, through the CEO as the *Accountable Executive*, ensures the availability of the necessary resources to achieve the targets for a healthy and safe working environment and sustainable environmental protection, in accordance with laws, regulations, company standards, and industry best practices. However, responsibility for achieving this performance is shared by all individuals within the organization.

The positive actual or potential impact of effective OHS management can increase employee safety and comfort at work, thereby improving employee productivity. However, there are negative actual or potential impacts that arise if OHS aspects are not managed effectively, namely the potential for work accidents involving the Company's employees, which will damage the Company's reputation. The Company's efforts in implementing OHS include creating a conducive work environment, preventing work accidents and occupational diseases, reducing emissions, controlling noise, and mitigating other environmental impacts that may arise from the Company's activities. Garuda Indonesia is also committed to providing a safe working environment for employees, visitors, and other parties affected by operational activities.

The Company's commitment to OSH management is outlined in the *OSHE Policy*. The policy states that the Company encourages the reporting of all issues related to health, safety, and the environment through designated communication channels, without fear of negative consequences. However, intentional violations of the law, illegal actions, or gross negligence will not be tolerated. In order to achieve continuous improvement, the

rangka perbaikan berkelanjutan, perusahaan menetapkan sasaran dan indikator kinerja yang terukur, serta mengevaluasi pencapaian untuk terus mendorong peningkatan standar keselamatan, kesehatan, dan perlindungan lingkungan. Pada Langkah-langkah ini tidak hanya menjamin perlindungan bagi karyawan, tetapi juga memberikan dampak positif terhadap keselamatan penumpang melalui operasional yang lebih aman, tenaga kerja yang lebih sadar terhadap risiko, dan lingkungan kerja yang mendukung keselamatan secara menyeluruh. Perseroan akan terus berupaya untuk meningkatkan proses kepatuhan dalam melakukan identifikasi bahaya, penilaian dan mitigasi risiko, jaminan, dan promosi keselamatan, kesehatan & lingkungan kerja.

Perseroan juga telah membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) sebagai penanggung jawab di bidang K3. kedudukan P2K3 berada di bawah wewenang Group Head Corporate Quality, Safety and Environment Management. Keberadaan P2K3 diatur dalam Penetapan Keputusan Kepala Dinas Tenaga dan Transmigrasi Provinsi Banten Nomor:566/2289-DTKT/BINWAS/P2K3/IX/2024 tentang Penetapan Panitia Pembina Keselamatan dan Kesehatan Kerja di Perusahaan PT Garuda Indonesia (Persero) Tbk. Melalui P2K3, karyawan dan manajemen dapat mengoptimalkan partisipasi, konsultasi, dan komunikasi tentang keselamatan dan kesehatan kerja.

Evaluasi efektivitas penerapan sistem manajemen K3 tercermin dari telah dimilikinya sertifikat IATA Operational Safety Audit. Atas komitmen Perseroan dalam menerapkan sistem manajemen K3, sepanjang tahun 2024 berhasil menurunkan kasus kecelakaan kerja menjadi 3 jenis kasus kecelakaan kerja, menurun dibandingkan tahun 2023 yang sebesar 11 kasus kecelakaan kerja.

## Pelatihan dan Pendidikan

Karyawan merupakan sumber daya yang menjadi aset penting yang berperan penting bagi keberhasilan dan keberlanjutan bisnis, serta mencapai visi Perseroan. Karyawan Perseroan juga memiliki peran penting dalam mencapai berbagai target yang telah ditetapkan dalam RKAP. Maka dari itu, Garuda Indonesia memberikan kesempatan yang sama bagi seluruh karyawan untuk mendapatkan pelatihan dan Pendidikan dalam rangka peningkatan kompetensi karyawan. Dampak positif atas diselenggarakannya pelatihan dan pendidikan yaitu meningkatkan produktivitas karyawan, meningkatkan keunggulan bersaing Perseroan, meningkatkan inovasi, serta meningkatkan pendapatan Perseroan.

Komitmen Perseroan dalam memberikan pelatihan dan Pendidikan kepada karyawan tertuang dalam Human Capital Manual 3.2.4.3. Dalam kebijakan tersebut menyatakan bahwa dalam upaya meningkatkan keterampilan, kemampuan, dan pengetahuan Pegawai untuk melakukan pekerjaan tertentu, Pegawai juga diberikan kesempatan untuk mengikuti program pembekalan, berupa sertifikasi, *training*, seminar, *workshop*,

Company sets measurable targets and performance indicators and evaluates their achievement to continuously improve safety, health, and environmental protection standards. These steps not only ensure protection for employees but also have a positive impact on passenger safety through safer operations, a workforce more aware of risks, and a work environment that supports safety overall. The Company will continue to strive to enhance compliance processes in identifying hazards, assessing and mitigating risks, ensuring, and promoting safety, health, and environmental protection.

The Company has also established the Occupational Safety and Health Advisory Committee (P2K3) as the person in charge of the OHS. P2K3's position is under the authority of the Group Head of Corporate Quality, Safety and Environment Management. The existence of P2K3 is regulated in the Decree of the Head of the Banten Province Manpower and Transmigration Office Number: 566/2289-DTKT/BINWAS/P2K3/IX/2024 concerning the Establishment of the Occupational Safety and Health Advisory Committee at PT Garuda Indonesia (Persero) Tbk. Through P2K3, employees and management can optimize participation, consultation and communication on occupational safety and health.

Evaluation of the effectiveness of the OHS management system implementation is reflected in the IATA Operational Safety Audit certificate. Due to the Company's commitment in implementing the OHS management system, throughout 2024 it succeeded in reducing work accident cases to 3 types of work accident cases, decreased compared to 2023 which amounted to 11 work accident cases.

## Training and Education

Employees are resources that become important assets that play an important role in the success and sustainability of the business, as well as achieving the Company's vision. The Company's employees also have an important role in achieving the various targets set in the RKAP. Therefore, Garuda Indonesia provides equal opportunities for all employees to receive training and education in order to improve employee competence. The positive impact of training and education is to increase employee productivity, increase the Company's competitive advantage, increase innovation, and increase the Company's revenue.

The Company's commitment in providing training and education to employees is stated in the Human Capital Manual 3.2.4.3. The policy states that in an effort to improve the skills, abilities, and knowledge of employees to perform certain jobs, employees are also given the opportunity to participate in debriefing programs, in the form of certification, training, seminars, workshops, e-learning, and so on in accordance with budget availability and

*e-learning*, dan sebagainya sesuai dengan ketersediaan anggaran dan kebutuhan Perusahaan. Perseroan senantiasa memberikan perhatian terhadap peningkatan kemampuan dan kapasitas karyawan sejalan dengan program Quick Wins Garuda Indonesia. Dalam hal ini, keberadaan karyawan yang kompeten dan memiliki etos kerja baik, merupakan faktor penting untuk mempertahankan pencapaian maskapai bintang 5 (lima) dan layanan awak kabin terbaik tingkat dunia. Demi mewujudkan hal tersebut, Perseroan senantiasa melaksanakan program pengelolaan sumber daya manusia dengan berorientasi pada tiga fokus strategi utama (*strategic focus*), yakni pengelolaan *talent* berskala global (*global talent management*), pengembangan sumber daya manusia yang terintegrasi (*integrated people development*), serta optimalisasi kinerja, produktivitas, dan *rewards*.

Unit Human Capital Management merupakan unit kerja yang bertanggungjawab atas strategi, kebijakan, dan program pelatihan dan pendidikan bagi seluruh karyawan. Di samping itu, Unit Human Capital Management juga melakukan evaluasi program yang telah dijalankan, serta menerima masukan atas pelaksanaan program pelatihan dan pendidikan, sehingga bisa dilakukan perbaikan apabila ada yang dinilai kurang.

Perseroan senantiasa melakukan tinjauan rutin atas relevansi pengembangan karir di Perseroan. Selama tahun 2024, terdapat sebanyak 523 karyawan yang mendapatkan promosi jabatan, meningkat dibandingkan tahun 2023 yang sebesar 194 karyawan.

## Kesehatan dan Keselamatan Penumpang

Garuda Indonesia senantiasa menempatkan keselamatan sebagai elemen inti dalam operasional bisnis, sejalan dengan komitmen kepada pemegang saham, pelanggan, karyawan, serta lingkungan global. Hal ini berdampak positif baik aktual maupun potensial pada peningkatan kepercayaan penumpang terhadap Perseroan serta peningkatan pendapatan Perseroan. Seluruh personel Garuda Indonesia, termasuk mitra usaha, kontraktor, dan pemasok, diwajibkan untuk mendukung penerapan *Safety Management System* (SMS) secara efektif guna mewujudkan tingkat keselamatan tertinggi.

Sebagai Accountable Executive sekaligus Presiden Direktur dan CEO, manajemen memastikan ketersediaan sumber daya yang dibutuhkan untuk mencapai tujuan keselamatan sesuai dengan regulasi yang berlaku, standar perusahaan, dan praktik terbaik industri. Namun, keberhasilan kinerja keselamatan merupakan tanggung jawab bersama seluruh individu di organisasi. Langkah-langkah ini bertujuan untuk membentuk personel yang kompeten, menciptakan lingkungan kerja yang aman, dan meningkatkan kesadaran keselamatan di seluruh lini. Perseroan juga berkomitmen untuk terus meningkatkan proses identifikasi bahaya, penilaian dan mitigasi risiko, jaminan keselamatan, serta promosi budaya keselamatan.

the needs of the Company. The Company always pays attention to improving the capabilities and capacity of employees in line with Garuda Indonesia's Quick Wins program. In this regard, the presence of competent employees who have a good work ethic is an important factor in maintaining the achievement of a 5 (five) star airline and the best cabin crew service in the world. In order to achieve this, the Company always implements a human resource management program oriented towards three main strategic focuses, namely global talent management, integrated people development, and optimization of performance, productivity and rewards.

The Human Capital Management Unit is responsible for the strategy, policies, and training and education programs for all employees. In addition, the Human Capital Management Unit also evaluates the programs that have been implemented, and receives feedback on the implementation of training and education programs, so that improvements can be made if something is considered lacking.

The Company constantly reviews the relevance of career development within the Company. During 2024, there were 523 employees who received promotions, an increase compared to 194 employees in 2023.

## Passenger Health and Safety

Garuda Indonesia always puts safety as a core element in its business operations, in line with its commitment to shareholders, customers, employees, and the global environment. This has a positive actual or potential impact on increasing passenger confidence in the Company and increasing the Company's revenue. All Garuda Indonesia personnel, including business partners, contractors, and suppliers, are required to support the effective implementation of the *Safety Management System* (SMS) to achieve the highest level of safety.

As Accountable Executive, President Director, and CEO, management ensures the availability of resources needed to achieve safety objectives in accordance with applicable regulations, company standards, and industry best practices. However, the success of safety performance is the shared responsibility of every individual in the organization. These measures aim to develop competent personnel, create a safe working environment, and increase safety awareness across all lines. The Company is also committed to continuously improving hazard identification, risk assessment and mitigation, safety assurance, and the promotion of a safety culture.

Komitmen Perseroan dalam menjamin kesehatan dan keselamatan penumpang tercermin dengan telah dimilikinya Kebijakan Keselamatan (*Safety Policy*). Dalam kebijakan tersebut, Perseroan mendorong seluruh karyawan untuk melaporkan isu keselamatan melalui saluran yang telah ditentukan, dengan menjamin kerahasiaan data dan memastikan tidak akan ada tindakan balasan untuk pelapor. Namun, tindakan ilegal, pelanggaran yang disengaja, dan kelalaian berat tidak akan ditoleransi. Sebagai bagian dari perbaikan berkelanjutan, Garuda Indonesia menetapkan sasaran dan indikator kinerja keselamatan yang terukur, serta secara berkala mengevaluasi hasil operasional untuk menetapkan target-target keselamatan yang lebih menantang di masa mendatang. Garuda Indonesia juga senantiasa memenuhi tanggung jawab kepada konsumen sebagai bentuk kepatuhan dan pemenuhan hak konsumen sebagaimana diatur dalam Undang-Undang Republik Indonesia Nomor 1 Tahun 2009 tentang Penerbangan, Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen, serta dalam Etika Bisnis & Etika Kerja PT Garuda Indonesia (Persero) Tbk.

Garuda Indonesia secara konsisten berupaya memberikan layanan terbaik kepada konsumen dengan senantiasa meningkatkan kualitas produk dan layanan. Dalam hal terjadi dampak negatif terhadap penumpang, Perseroan telah menyediakan saluran atau layanan pengaduan sekiranya ada konsumen yang harapannya tidak terpenuhi. Layanan pengaduan bisa disampaikan melalui *Call Center, Email, Website, Facebook, Twitter, Suggestion Form, Customer Service, dan Customer feedback Form* yang tersedia di bandara dan di Kantor Penjualan.

Garuda Indonesia juga secara aktif memantau saluran pengaduan konsumen yang disediakan oleh lembaga atau instansi pemerintah yang sesuai dengan fungsi dan perannya sebagai bagian dari layanan publik. Sejalan dengan itu, Perseroan juga mengoptimalkan fasilitas *Global Contact Center* guna memudahkan penumpang di dalam negeri maupun luar negeri untuk memperoleh pelayanan yang lebih baik, termasuk layanan untuk media sosial hingga menangani keluhan dan menjawab pertanyaan penumpang. Layanan ini beroperasi selama 24 jam di nomor 0804 1 807 807 atau 021 2351 9999. Mekanisme penanganan pengaduan senantiasa dievaluasi secara berkala melalui monitoring harian, pelaporan kinerja mingguan dan bulanan, selain itu penanganan pengaduan diukur menggunakan case completion rate, CSI & NPS. Diluar evaluasi dan monitoring rutin, unit customer care akan mengadakan rapat koordinasi penyelesaian pengaduan dengan unit terkait untuk percepatan penyelesaian.

Di samping itu, dalam rangka mengevaluasi efektivitas saluran pengaduan yang dimiliki, Perseroan senantiasa melakukan survei kepuasan penumpang. Di tahun 2024, indeks survei kepuasan penumpang meningkat menjadi sebesar 84,1 (skala Likert), meningkat dibandingkan dengan tahun 2023 yang sebesar 82,4 (skala Likert). Atas komitmen Perseroan dalam memastikan kesehatan dan keselamatan penumpang, sepanjang tahun 2024, Perseroan berhasil menurunkan *incident rate* menjadi sebesar 0,127% menurun dibandingkan tahun 2023 yang sebesar 0,23%.

The Company's commitment to ensuring the health and safety of passengers is reflected in its Safety Policy. In this policy, the Company encourages all employees to report safety issues through designated channels, guaranteeing data confidentiality and ensuring that there will be no retaliation against whistleblowers. However, illegal actions, intentional violations, and severe negligence will not be tolerated. As part of its continuous improvement efforts, Garuda Indonesia has established measurable safety performance targets and indicators, and regularly evaluates operational results to set more challenging safety targets for the future. Garuda Indonesia also consistently fulfills its responsibilities to consumers as a form of compliance and fulfillment of consumer rights as stipulated in the Law of the Republic of Indonesia Number 1 of 2009 concerning Aviation, Law No. 8 of 1999 concerning Consumer Protection, as well as in the Business Ethics & Work Ethics of PT Garuda Indonesia (Persero) Tbk.

Garuda Indonesia consistently strives to deliver the highest level of service to its customers by continuously enhancing the quality of its products and services. In situations where passenger experiences fall short of expectations, the Company has established various channels to accommodate complaints and feedback. Customers can submit their concerns through the Call Center, Email, Official Website, Facebook, Twitter, Suggestion Forms, as well as Customer Service and Feedback Forms available at airports and Sales Offices.

Garuda Indonesia also actively monitors consumer complaint channels provided by government institutions or agencies in accordance with their functions and roles as part of public services. In line with that, the Company also optimizes the Global Contact Center facility to facilitate passengers domestically and abroad to obtain better services, including services for social media to handle complaints and answer passenger questions. This service operates for 24 hours at 0804 1 807 807 or 021 2351 9999. The complaint handling mechanism is regularly evaluated through daily monitoring, weekly and monthly performance reporting, and complaint handling is measured using case completion rate, CSI & NPS. Beyond routine evaluation and monitoring, the customer care unit will hold a coordination meeting to resolve complaints with related units to accelerate resolution.

In order to evaluate the effectiveness of its complaint channels, the Company continues to conduct passenger satisfaction surveys. In 2024, the passenger satisfaction survey index increased to 84.1 (Likert scale), up from 82.4 (Likert scale) in 2023. Due to the Company's commitment in ensuring the health and safety of passengers, throughout 2024, the Company managed to reduce the incident rate to 0.127%, down from 0.23% in 2023.

## Pemasaran dan Pelabelan

Perseroan memiliki komitmen untuk melakukan pemasaran dengan memberikan informasi produk dan jasa secara transparan kepada seluruh konsumen/penumpang maupun calon penumpang. Perseroan senantiasa memenuhi hak konsumen atas informasi yang benar, jelas, dan jujur mengenai kondisi dan jaminan barang dan/atau jasa, hak untuk didengar pendapat dan keluhannya atas barang dan/atau jasa yang digunakan, hak untuk diperlakukan atau dilayani secara benar dan jujur serta tidak diskriminatif, serta, hak untuk mendapatkan kompensasi, ganti rugi dan/atau penggantian, apabila barang dan/atau jasa yang diterima tidak sesuai dengan perjanjian atau tidak sebagaimana mestinya sesuai dengan Pasal 4, Undang-Undang Perlindungan Konsumen. Hal ini berdampak positif pada peningkatan kepercayaan penumpang, sehingga akan meningkatkan pendapatan Perseroan.

Perseroan telah memiliki Kebijakan Niaga dan Layanan Nomor: MKS.06 Tahun 2024 yang di dalamnya telah mengatur terkait kegiatan pemasaran/*marketing* dan *sales* di Perusahaan. Di samping itu, Perseroan juga senantiasa mematuhi pasal 127 ayat 2 Undang-Undang Penerbangan tentang Perlindungan Konsumen yang menyatakan bahwa yang dimaksud dengan perlindungan konsumen adalah melindungi konsumen dari pemberlakuan tarif tinggi oleh badan usaha angkutan udara niaga dan melindungi konsumen dari informasi/iklan tarif penerbangan yang berpotensi merugikan/menyesatkan sehingga ditetapkan tarif batas atas.

Perseroan telah menyediakan berbagai informasi terkait produk dan layanan Perseroan di dalam website resmi Perseroan yaitu [www.garuda-indonesia.com](http://www.garuda-indonesia.com), Garuda Indonesia Mobile App, akun media sosial resmi di berbagai *platform* seperti YouTube, Facebook, Twitter (X), Instagram, LinkedIn, dan TikTok, serta WhatsApp Communication Center. Berbagai kanal komunikasi tersebut, Garuda Indonesia memastikan bahwa seluruh konsumen dapat mengakses informasi yang lengkap, terpercaya, dan mudah dijangkau.

Perseroan juga senantiasa melakukan pertemuan dengan penumpang untuk membahas terkait kebutuhan informasi yang dibutuhkan penumpang yang belum diberikan oleh Perseroan. Hal ini sebagai media evaluasi Perseroan untuk perbaikan sistem pemasaran dan pelabelan. Atas komitmen Perseroan dalam melakukan pemasaran dan pelabelan sesuai pertaturan yang berlaku, sepanjang tahun 2024 tidak terdapat insiden ketidakpatuhan terhadap regulasi terkait dengan pelabelan dan informasi produk dan jasa.

## Kebebasan Berserikat dan Perundingan Kolektif

Perseroan memiliki komitmen untuk membangun hubungan industrial yang harmonis antara perusahaan dengan karyawan. Perseroan senantiasa menjamin hak kebebasan berserikat seluruh pegawai di seluruh wilayah operasional. Hubungan harmonis yang

## Marketing and Labeling

The Company is committed to marketing by providing transparent product and service information to all consumers/passengers and prospective passengers. The Company always fulfills consumers' rights to correct, clear, and honest information regarding the conditions and guarantees of goods and/or services, the right to have their opinions and complaints about the goods and/or services used heard, the right to be treated or served correctly and honestly and non-discriminatorily, as well as, the right to compensation, and/or replacement, if the goods and/or services received are not in accordance with the agreement or not as they should be in accordance with Article 4, Consumer Protection Law. This has a positive impact on increasing passenger confidence, which will increase the Company's revenue.

The Company has a Commercial and Service Policy Number: MKS.06 of 2024 which regulates marketing and sales activities in the Company. In addition, the Company also always complies with Article 127 paragraph 2 of the Aviation Law on Consumer Protection which states that what is meant by consumer protection is to protect consumers from the imposition of high tariffs by commercial air transportation business entities and protect consumers from information/advertising flight rates that are potentially harmful/misleading so that the upper limit tariff is set.

The Company has provided various information related to the Company's products and services on the Company's official website [www.garuda-indonesia.com](http://www.garuda-indonesia.com), Garuda Indonesia Mobile App, official social media accounts on various platforms such as YouTube, Facebook, Twitter (X), Instagram, LinkedIn, and TikTok, as well as WhatsApp Communication Center. Through these various communication channels, Garuda Indonesia ensures that all consumers can access complete, reliable, and easily accessible information.

The Company also always conducts meetings with passengers to discuss the information needs of passengers that have not been provided by the Company. This is an evaluation media for the Company to improve the marketing and labeling system. Due to the Company's commitment to marketing and labeling in accordance with applicable regulations, throughout 2024 there were no incidents of non-compliance with regulations related to labeling and product and service information.

## Freedom of Association and Collective Bargaining

The Company is committed to building harmonious industrial relations between the company and its employees. The Company always guarantees the right to freedom of association of all employees in all operational areas. The harmonious relationship

terjalin antara karyawan dengan perusahaan akan meminimalisir konflik antara manajemen dan karyawan, dapat menciptakan lingkungan kerja yang kondusif serta berkelanjutan, serta berdampak positif pada peningkatan produktivitas karyawan. Perseroan percaya bahwa kesejahteraan dan keterlibatan karyawan merupakan kunci utama dalam mendukung pencapaian tujuan strategis perusahaan secara jangka panjang.

Komitmen Perseroan dalam membangun hubungan yang harmonis dengan karyawan tertuang dalam dalam Perjanjian Kerja Bersama (PKB) periode 2018-2020 beserta perpanjangannya agar tetap diimplementasikan dengan baik dengan berkoordinasi bersama Serikat Pekerja. saat ini Perseroan masih dalam proses perundingan pembaharuan PKB bersama Serikat Pekerja.

Perseroan senantiasa meningkatkan intensitas komunikasi dengan serikat pekerja, termasuk dengan pekerja secara langsung sebagai sarana untuk menyampaikan hak, kewajiban, keluhan, termasuk ide-ide dari pegawai yang bertujuan untuk menciptakan hubungan kerja yang harmonis serta tercapainya tujuan Perseroan. Evaluasi efektivitas pelibatan karyawan dalam PKB dengan melakukan survei keterikatan pegawai. Di tahun 2024, hasil survei keterikatan karyawan meningkat menjadi sebesar 86 (skala Likert) meningkat dibandingkan tahun 2023 yang sebesar 82 (skala Likert).

## Praktik Pengadaan

Sebagai perusahaan Badan Usaha Milik Negara (BUMN), Perseroan menekankan penggunaan produk dalam negeri. Melalui hal ini, Perseroan turut memberikan dampak positif baik aktual maupun potensial bagi pertumbuhan ekonomi industri di Indonesia. Praktik pengadaan barang dan jasa tidak menimbulkan dampak negatif. Garuda Indonesia senantiasa melakukan pengadaan barang dan jasa secara efisien, efektif, kompetitif, transparan, adil dan wajar, terbuka dan ekonomis. Perseroan memastikan bahwa pelaksanaan pengadaan barang dan jasa dapat memberikan *value for money* bagi Perseroan. Pelaksanaan pengadaan barang dan jasa bukan hanya mendapatkan harga terendah, namun juga mencakup manfaat sosial, lingkungan, dan ekonomi yang dihasilkan dari produk atau layanan yang dipilih.

Proses pengadaan barang dan jasa di Garuda Indonesia mengacu pada Surat Keputusan Direktur Utama tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Garuda Indonesia (Persero) Tbk serta Procurement Manual Issue 7 Rev 0. Kebijakan tersebut sesuai dengan peraturan perundang-undangan dan diimplementasikan di seluruh wilayah operasional Perseroan termasuk di cabang luar negeri.

Perseroan senantiasa melakukan pertemuan dengan seluruh mitra kerja untuk melakukan pembahasan terkait proses pengadaan barang dan jasa di Perseroan. Efektivitas pelaksanaan proses pengadaan barang dan jasa dilakukan Garuda Indonesia

between employees and the company will minimize conflicts between management and employees, create a conducive and sustainable work environment, and have a positive impact on increasing employee productivity. The Company believes that employee welfare and engagement are the main keys in supporting the achievement of the Company's strategic goals in the long term.

The Company's commitment to building harmonious relationships with employees is stipulated in the Collective Labor Agreement (CLA) for the 2018-2020 period and its extension so that it continues to be well implemented by coordinating with the Labor Union. currently the Company is still in the process of negotiating the renewal of the CLA with the Labor Union.

The Company continues to increase the intensity of communication with labor unions, including with employees directly as a means to convey rights, obligations, complaints, including ideas from employees aimed at creating harmonious working relationships and achieving the Company's goals. Evaluate the effectiveness of employee engagement in the CLA by conducting an employee engagement survey. In 2024, the results of the employee engagement survey increased to 86 (Likert scale) compared to 82 (Likert scale) in 2023.

## Procurement Practices

As a State-Owned Enterprise (SOE) company, the Company emphasizes the use of domestic products. Through this, the Company also has a positive actual or potential on the economic growth of the industry in Indonesia. The practice of procuring goods and services does not have a negative impact. Garuda Indonesia always procures goods and services in an efficient, effective, competitive, transparent, fair and reasonable, open and economical manner. The Company ensures that the procurement of goods and services can provide value for money for the Company. The procurement of goods and services is not only about getting the lowest price, but also includes social, environmental and economic benefits resulting from the selected product or service.

The procurement process of goods and services at Garuda Indonesia refers to the President Director Decree on the Guidelines for the Implementation of Procurement of Goods and Services within PT Garuda Indonesia (Persero) Tbk as well as the Procurement Manual Issue 7 Rev 0. The policy is in accordance with the laws and regulations and is implemented in all operational areas of the Company including overseas branches.

The Company always conducts meetings with all partners to discuss the procurement process of goods and services in the Company. The effectiveness of the implementation of the goods and services procurement process is carried out by Garuda

dengan menetapkan Sistem Penilaian Kinerja Pemasok untuk memastikan mutu dan perbaikan berkelanjutan dalam hubungan antara pemasok dengan Perseroan. Perseroan secara periodik mengevaluasi kinerja pemasok berdasarkan kriteria yang ditetapkan, meliputi aspek kualitas, *service* dan *delivery* pemenuhan kewajiban berdasarkan Perjanjian Kerja Sama. Hasil evaluasi kinerja akan menjadi dasar dalam penetapan *reward* dan *consequences* bagi pemasok, serta menjadi dasar dalam evaluasi Daftar Rekanan Garuda (AVL).

Efektivitas pelaksanaan proses pengadaan juga dilakukan melalui *supplier feedback survey*. Hasil survei tersebut menunjukkan bahwa proses pengadaan serta kerja sama antara Garuda Indonesia dengan pemasok sudah berjalan secara transparan dan *fairness* dengan baik dan lancar.

## Keberagaman dan Kesempatan Setara

Perseroan senantiasa menerapkan prinsip kesetaraan di seluruh level organisasi. Di samping itu, Perseroan tidak membedakan pemberian gaji, insentif dan manfaat lainnya berdasarkan jenis kelamin. Perseroan juga memberikan kesempatan yang setara kepada seluruh pegawai baik pria maupun wanita untuk bekerja dan menduduki berbagai posisi, termasuk posisi manajemen puncak. Hal ini berdampak positif pada kenyamanan karyawan dalam bekerja serta peningkatan produktivitas karyawan.

Penerapan keberagaman tertuang dalam Respectful Workplace Policy yang tertuang dalam Surat Keputusan JKDZ/SKEP/50132/2024 pada tanggal 24 Juli 2024. Dalam kebijakan tersebut menyatakan bahwa seluruh Insan Garuda Indonesia dilarang melakukan pembedaan perilaku terhadap perbedaan jenis kelamin, agama, etnis, ras, status sosial, status perkawinan, status ekonomi, usia, kebangsaan, warna kulit golongan, bahasa, dan disabilitas.

Dalam pemberian remunerasi kepada karyawan, jumlah dan besaran remunerasi ditentukan berdasarkan posisi, kompetensi, dan akuntabilitas dengan menciptakan *internal equity* yang didasarkan pada kriteria yang bersifat objektif serta memperhatikan *external competitiveness* dan *market position* (harga pasar) sesuai dengan kemampuan Perseroan. Perseroan menerapkan prinsip kesetaraan dalam pemberian remunerasi pegawai pria dan wanita. Perseroan senantiasa melakukan pertemuan dengan seluruh karyawan untuk membahas terkait dengan penerapan keberagaman dan kesetaraan pada masing-masing level organisasi.

Efektivitas penerapan keberagaman dan pemberian kesempatan setara yaitu dengan melakukan survei kepuasan pegawai. Di tahun 2024, terdapat peningkatan hasil survei kepuasan karyawan menjadi sebesar 73 (skala Likert) meningkat dibandingkan tahun 2023 yang sebesar 72 (skala Likert).

Indonesia by establishing a Supplier Performance Assessment System to ensure quality and continuous improvement in the relationship between suppliers and the Company. The Company periodically evaluates supplier performance based on established criteria, including aspects of quality, service and delivery of fulfillment of obligations under the Cooperation Agreement. The results of the performance evaluation will be the basis for determining rewards and consequences for suppliers, as well as the basis for evaluating the Garuda Associate List (AVL).

The effectiveness of the procurement process is also conducted through supplier feedback surveys. The results of the survey show that the procurement process and cooperation between Garuda Indonesia and suppliers has been operated transparently, fairly and smoothly.

## Diversity and Equal Opportunity

The Company always applies the principle of equality at all levels of the organization. In addition, the Company does not differentiate the provision of salaries, incentives and other benefits based on gender. The Company also provides equal opportunities to all male and female employees to work and occupy various positions, including top management positions. This has a positive impact on employee comfort at work and increased employee productivity.

The implementation of diversity is contained in the Respectful Workplace Policy as stipulated in Decree JKDZ/SKEP/50132/2024 on July 24, 2024. The policy states that all Garuda Indonesia personnel are prohibited from empowering behavior towards differences in gender, religion, ethnicity, race, social status, marital status, economic status, age, nationality, skin color, language, and disability.

In providing remuneration to employees, the amount and amount of remuneration is determined based on position, competence, and accountability by creating internal equity based on objective criteria and taking into account external competitiveness and market position (market price) in accordance with the Company's capabilities. The Company applies the principle of equality in providing remuneration for male and female employees. The Company always conducts meetings with all employees to discuss the implementation of diversity and equality at each level of the organization.

The effectiveness of implementing diversity and providing equal opportunities is by conducting employee satisfaction surveys. In 2024, there was an increase in employee satisfaction survey results to 73 (Likert scale), an increase compared to 2023 which amounted to 72 (Likert scale).



Garuda Indonesia  
*The Airline of Indonesia*



# Strategi Keberlanjutan

Sustainability Strategy



# Strategi Keberlanjutan

## Sustainability Strategy

### Penjelasan Strategi Keberlanjutan [OJK A.1]

Sebagai maskapai nasional yang berkomitmen terhadap keberlanjutan, Garuda Indonesia mengadopsi ICAO *Four-Pillar Strategy* dalam upaya mewujudkan penerbangan yang lebih ramah lingkungan dan berkelanjutan. Dalam merumuskan strategi, Perseroan senantiasa mengintegrasikan prinsip pembangunan berkelanjutan ke dalam strategi maupun proses bisnis Perseroan berlandaskan pada prinsip integritas, transparansi, dan akuntabilitas. Strategi ini menjadi landasan utama dalam langkah Garuda Indonesia menuju *net-zero emissions* pada tahun 2050, selaras dengan inisiatif global dalam mengurangi dampak perubahan iklim. Empat pilar *strategy* tersebut antara lain:

#### 1. Aircraft Technology and Standards

Garuda Indonesia secara bertahap melakukan modernisasi armada dengan pesawat yang memiliki usia lebih muda dan teknologi yang lebih canggih. Sampai dengan tahun 2024, rata-rata usia armada pesawat Garuda Indonesia yaitu di angka 12,90 tahun.

#### 2. Operational Improvements

Garuda Indonesia mengoptimalkan operasional penerbangan untuk menurunkan konsumsi bahan bakar lebih rendah dan emisi yang lebih kecil. Operasional *improvement* ini dilaksanakan dengan:

- Program *Fuel Optimization* melalui improvisasi operasional pada *Alternate Fuel*, *runway optimization on CGK (taxi-in/taxi-out)*, *compliance with flight plan*, *one engine taxi-in procedure (airbus fleet only)*, *reduced flap settings*, dan *route optimization*
- Optimalisasi *uplifting potable water*

#### 3. Sustainable Aviation Fuels (SAF)

*Sustainable Aviation Fuels (SAF)* memiliki dampak yang sangat tinggi dalam mengurangi emisi karbon yang dihasilkan dari industri aviasi. Dengan perkembangan jumlah negara yang telah mengembangkan SAF mandantes dan insentif yang membuat inisiatif akan pengembangan dan *uptake* dari SAF untuk sektor aviasi. Garuda Indonesia, yang tergabung dalam Skyteam, akan bekerja bersama-sama untuk dapat mencapai aspirasi target 5% *SAF adoption* di tahun 2030, yang merupakan dengan ambisi 10% SAF.

#### 4. Market-Based Measures (MBMs)

Garuda Indonesia senantiasa mematuhi ICAO Annex 16 Environmental Protection Volume IV tentang *Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)* dengan melaksanakan proses *Monitoring, Reporting*, dan *Verification* untuk setiap emisi CO<sub>2</sub> yang dihasilkan dari operasional penerbangan internasional sejak tahun 2019 sampai dengan tahun 2024.

### Explanation of Sustainability Strategy [OJK A.1]

As a national airline committed to sustainability, Garuda Indonesia adopts the ICAO *Four-Pillar Strategy* in an effort to achieve more environmentally friendly and sustainable aviation. In formulating the strategy, the Company always integrates the principles of sustainable development into the Company's strategy and business processes based on the principles of integrity, transparency, and accountability. This strategy is the main foundation for Garuda Indonesia's move towards *net-zero emissions* by 2050, in line with global initiatives to reduce the impact of climate change. The four pillars of the strategy include:

#### 1. Aircraft Technology and Standards

Garuda Indonesia is gradually modernizing its fleet with younger aircraft with more advanced technology. As of 2024, the average age of Garuda Indonesia's aircraft fleet is 12.90 years.

#### 2. Operational Improvements

Garuda Indonesia optimizes flight operations to reduce fuel consumption and lower emissions. The operational improvements are executed through:

- *Fuel Optimization Program* through operational improvisation on *Alternate Fuel*, *runway optimization on CGK (taxi-in/taxi-out)*, *compliance with flight plans*, *one engine taxi-in procedure (airbus fleet only)*, *reduced flap settings*, and *route optimization*
- *Uplifting potable water optimization*

#### 3. Sustainable Aviation Fuels (SAF)

*Sustainable Aviation Fuels (SAF)* have a significant impact on reducing carbon emissions produced by the aviation industry. With the growing number of countries that have developed SAF mandantes and incentives, initiatives to develop and uptake SAF in the aviation sector are gaining momentum. As a member of SkyTeam, Garuda Indonesia will collaborate to achieve the target aspiration of 5% SAF adoption by 2030, in line with the ambition of 10% SAF.

#### 4. Market-Based Measures (MBMs)

Garuda Indonesia consistently complies with ICAO Annex 16 Environmental Protection Volume IV regarding *Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)* by conducting *Monitoring, Reporting*, and *Verification* processes for every CO<sub>2</sub> emission produced by international flight operations from 2019 to 2024.

Garuda Indonesia juga telah menetapkan inisiatif strategis jangka pendek (1 tahun) yang tertuang dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2024 yang merupakan bagian dari RJPP 2020-2024, sebagai berikut.

Garuda Indonesia has also established short-term strategic initiatives (1 year) outlined in the 2024 Company's Work Plan and Budget (RKAP), which is part of the 2020-2024 RJPP, as follows:

No	Inisiatif Strategis 2024 Strategic Initiatives 2024	ESG	KPI 2024 2024 KPIs	Satuan Unit	Target	Realisasi Realization	%
<b>A Nilai Ekonomi dan Sosial untuk Indonesia</b> Economic and Social Value for Indonesia							
<b>Finansial</b> Finance							
1.	Ekspansi yang <i>profitable</i> Profitable Expansion	C	EBITDA	Juta USD Million USD	760,03	526,70	75,88
2.	Menciptakan <i>Economic Value Add</i> dengan realisasi ROIC sama dengan atau di atas WACC Creating Economic Value Added by achieving ROIC equal to or greater than WACC	C	ROIC $\geq$ WACC (Target ROIC) (ROIC Target)	%	4,82	1,25	25,93
3.	Menjaga kondisi keuangan BUMN dengan mempertahankan rasio- <i>gearing</i> dan <i>debt service</i> setara dengan rasio-rasio yang ada pada perusahaan dengan <i>Rating Investment Grade</i> Maintaining the financial condition of the SOE by keeping <i>gearing</i> and <i>debt service</i> ratio equivalent to those of companies with an <i>Investment Grade Rating</i>	G	<i>Interest Bearing Debt</i> to EBITDA	%	0,64	0,99	45,31
		G	<i>Interest Bearing Debt</i> to <i>Invested Capital</i>	%	0,37	0,30	118,92
4.	Menjaga likuiditas melalui pengelolaan kas yang efektif Maintaining liquidity through effective cash management	C	Penambahan <i>sinking fund</i> untuk pembayaran kewajiban sesuai target Addition of <i>sinking fund</i> for obligation payments as targeted	Juta USD Million USD	50	3,44	6,88
5.	Penyelesaian laporan keuangan audit Tahun Buku 2023 Completion of the audited financial report for Fiscal Year 2023	G	Penyelesaian dan penyampaian laporan keuangan audit tahun 2023 Completion and submission of the 2023 audited financial report	Implementasi Implementation	15 April 2024	Terlaksana Implemented	100

No	Inisiatif Strategis 2024 Strategic Initiatives 2024	ESG	KPI 2024 2024 KPIs	Satuan Unit	Target	Realisasi Realization	%
<b>Operasional</b> Operational							
6.	Peningkatan <i>operating excellence</i> Operating excellence improvement	C	Total <i>Operating Revenue</i>	Juta USD Million USD	2.920,21	2.246,18	76,92
7.	Peningkatan <i>operating excellence</i> Operating excellence improvement	C	Utilisasi Pesawat Aircraft Utilization	Block Hour	10:14	10:14	100
8.	Peningkatan <i>operating excellence</i> Operating excellence improvement	C	Total <i>Revenue terhadap Jumlah Pegawai</i> Total Revenue on Number of Employees	USD	550.360,46	495.299,57	90,00
<b>Sosial</b> Social							
9.	Mendorong perkembangan sektor pariwisata dan ekspor Supporting the growth of the tourism and export sectors	C	Pelayanan rute sektor prioritas pariwisata (Bali, Manado, Medan, Jogja, Lombok, Labuan Bajo) Priority Route Service to Tourism Destination (Bali, Manado, Medan, Jogja, Lombok, Labuan Bajo)	ASK Bio Billion ASK	9,39	7,10	75,58
<b>B</b> Business Model Innovation							
10.	Akselerasi Restrukturisasi Anak Perusahaan Acceleration of Subsidiary Restructuring	C	Melaksanakan rencana restrukturisasi pada Anak Perusahaan Implementing the restructuring plans for Subsidiaries	%	100	73	73
11.	Perubahan <i>operating model</i> untuk menciptakan efisiensi biaya Changes in the operating model to create cost efficiency	C	Total <i>Route Result Positif (maximal deviasi 10%)</i> Total Positive Route Result (maximum deviation of 10%)	% Deviasi Deviation %	10	71,40	-514,00
12.	Perbaikan Penerapan Manajemen Risiko Improvement in Risk Management Implementation	C	Implementasi Roadmap Perbaikan Penerapan Manajemen Risiko Implementation of the Risk Management Application Improvement Roadmap	%	100	96,50	96,50
13.	Perbaikan Model Bisnis Improvement in Business Model	C	Integrasi Maskapai BUMN Integration of State-Owned Airlines	%	100	100	100
		E	Efisiensi <i>Fuel</i> Fuel Efficiency	Juta USD Million USD	16,50	27,81	168,55

No	Inisiatif Strategis 2024 Strategic Initiatives 2024	ESG	KPI 2024 2024 KPIs	Satuan Unit	Target	Realisasi Realization	%
<b>C</b> <b>Kepemimpinan Teknologi</b> Technology Leadership							
14.	Digitalization dan IT shared service Digitalization and IT shared service	G	IT Digitalization	%	100	100	100
15.	Digitalization dan IT shared service Digitalization and IT shared service	G	Implementasi New Distribution Channel (NDC) dan Optimalisasi Own Channel Implementation of New Distribution Channel (NDC) and Optimization of Own Channel	Implementasi (%) Implementation (%)	100	12,50	12,50
16.	Digitalization dan IT shared service Digitalization and IT shared service	C	On Time Performance	%	92	82,76	89,96
<b>D</b> <b>Peningkatan Investasi</b> Increase in Investment							
17.	Peningkatan kapasitas operasional grup Increase in Group Operational Capacity	C	Fleet Assignment Induk dan Anak sesuai Business Plan Fleet Assignment of Parent Company and Subsidiaries according to Business Plan	Aircraft	114	95	83,33
18.	Penyelesaian investasi yang didanai dari PMN Completion of Investments Funded by PMN	S	Realisasi PMN State Equity Participation (PMN) Realization	%	100	100	100
<b>E</b> <b>Pengembangan Talenta</b> Talent Development							
19.	Menciptakan SDM yang unggul dan profesional Developing excellent and professional Human Capital	S	Rasio Top Talent Muda (<=42 tahun) dalam nominated talent Young Top Talent Ratio (<=42 years old) in nominated talent	%	46	61	132,61
20.	Menciptakan SDM yang unggul dan profesional Developing excellent and professional Human Capital	S	Rasio Perempuan dalam nominated talent Female Ratio in the nominated talent	%	16	15	93,75
21.	Menciptakan SDM yang unggul dan profesional Developing excellent and professional Human Capital	S	Rasio Pemenuhan Kualifikasi Organ Pengelola Risiko Qualification Fulfillment Ratio of Risk Management Officers	%	90	66	73,33

Keterangan: E: Environment, S: Social, G: Governance, dan C: Commercial  
Remarks: E: Environment, S: Social, G: Governance, and C: Commercial

## Strategi Dalam Pengelolaan Risiko dan Peluang Terkait Keberlanjutan

[IFRS S1-Strategy, IFRS S2-Strategy, IFRS S1-Metric and Target, IFRS S2-Metric and Target, IFRS S1-Risk Management, IFRS S2-Risk Management, GRI 201-2]

Dalam menjalankan aktivitas operasionalnya, Garuda Indonesia menyadari bahwa masih terdapat berbagai risiko yang berpotensi mempengaruhi kelancaran aktivitas operasionalnya. Garuda Indonesia senantiasa mempertimbangkan risiko dan peluang keberlanjutan yang mencakup perubahan iklim dalam mengembangkan strategi keberlanjutan Perseroan. Garuda Indonesia juga telah memiliki pihak penanggungjawab keuangan berkelanjutan yang disajikan pada bagian Tata Kelola Keberlanjutan. Perseroan juga telah menetapkan metrik dan target keberlanjutan yang disajikan dalam kinerja keberlanjutan.

Adapun risiko yang dihadapi meliputi risiko pada aspek ekonomi, lingkungan dan sosial termasuk risiko perubahan iklim. Namun demikian, Garuda Indonesia telah memiliki upaya dalam mengelola risiko yang dihadapi. Di samping itu, Garuda Indonesia juga senantiasa memanfaatkan peluang keberlanjutan termasuk perubahan iklim. Namun demikian, Garuda Indonesia belum melakukan pengukuran implikasi finansial terkait risiko dan peluang perubahan iklim.

## (RKAP), Which is Part of The 2020-2024 RJPP, : Strategies In Managing Risks and Opportunities Related to Sustainability

[IFRS S1-Strategy, IFRS S2-Strategy, IFRS S1-Metric and Target, IFRS S2-Metric and Target, IFRS S1-Risk Management, IFRS S2-Risk Management, GRI 201-2]

In performing its operational activities, Garuda Indonesia is aware that there are still various risks that could potentially affect the flow of its operational activities. Garuda Indonesia always considers sustainability risks and opportunities that include climate change in developing the Company's sustainability strategy. Garuda Indonesia also has a sustainability finance officer which is presented in the Sustainability Governance section. The Company has also established sustainability metrics and targets which are presented in the sustainability performance.

Garuda Indonesia faces a range of economic, environmental, and social risks, including those related to climate change. The company has taken steps to manage these risks and continues to pursue sustainability opportunities, particularly in response to climate change. However, Garuda Indonesia has not yet assessed the financial impacts associated with climate change risks and opportunities.

Risiko Risks	Deskripsi Description	Potensi Dampak Finansial Potential Finance Impacts	Pengelolaan Risiko Risk Management
<b>Ekonomi</b> Economics			
Risiko Operasional Operational Risk	Risiko kehilangan karena kegagalan kebijakan, proses, sistem, orang dan karena peristiwa eksternal lainnya. The risk of loss due to policy, process, system, or human failures, as well as other external events.	Peningkatan biaya operasional The increase of operational cost	Garuda Indonesia telah meningkatkan proses pemeliharaan pesawat, mengoptimalkan jadwal penerbangan, serta meningkatkan kapabilitas personil darat maupun kru udara guna meminimalisir dampak risiko operasional Garuda Indonesia has enhanced aircraft maintenance processes, optimized flight schedules, and improved the capabilities of both ground and flight crew to minimize the impact of operational risks

Risiko Risks	Deskripsi Description	Potensi Dampak Finansial Potential Finance Impacts	Pengelolaan Risiko Risk Management
Risiko Finansial Financial Risk	Risiko yang diakibatkan oleh fluktuasi nilai tukar mata uang, fluktuasi bahan bakar avtur, serta likuiditas perusahaan. Risks arising from currency exchange rate fluctuations, aviation fuel price volatility, and the Company's liquidity.	Penurunan pendapatan Garuda Indonesia A Decline in Garuda Indonesia's revenue	Garuda Indonesia telah mengimplementasikan hedging terhadap fluktuasi mata uang sesuai Peraturan Bank Indonesia Nomor 18/4/PBI/2016 Tahun 2016 tentang Penerapan Prinsip Kehati-Hatian dalam Pengelolaan Utang Luar Negeri Korporasi Nonbank, mengoptimalkan struktur pembiayaan terutama pembiayaan perawatan pesawat dan mesin, serta meningkatkan efisiensi operasional guna memperkuat kondisi keuangan perusahaan. Garuda Indonesia has implemented hedging against currency fluctuations in accordance with Bank Indonesia Regulation Number 18/4/PBI/2016 of 2016 on the Application of Prudential Principles in the Management of External Debt of Non-Bank Corporations, optimized its financing structure, particularly for aircraft and engine maintenance, and enhanced operational efficiency to strengthen the company's financial position.
<b>Lingkungan</b> Environment			
Risiko Fisik Physical Risk	Risiko yang berasal dari terjadinya cuaca ekstrim, bencana banjir dan angin kencang Risks arising from extreme weather, such as floods and strong winds	Peningkatan biaya operasional Increase in operational cost	<ol style="list-style-type: none"> <li>Perseroan terus melaksanakan program efisiensi bahan bakar, mulai menguji coba penggunaan bahan bakar yang terbarukan seperti SAF atau bioavtur,</li> <li>Mengadakan program <i>carbon offset</i> melalui penukaran <i>mileage</i> pelanggan maupun melalui program tanggung jawab sosial dan lingkungan,</li> <li>Serta berencana ikut serta dalam pembelian Sertifikat Pengurangan Emisi Gas Rumah Kaca (SPE-GRK) di Bursa Karbon Indonesia.</li> </ol> <ol style="list-style-type: none"> <li>The Company continues to implement fuel efficiency programs and has started testing the use of renewable fuels such as SAF,</li> <li>Implements a carbon offset program through customer mileage redemption, and social and environmental responsibility programs,</li> <li>Plans to participate in the purchase of Greenhouse Gas Emission Reduction Certificates (SPE-GRK) at the Indonesian Carbon Exchange.</li> </ol>

Risiko Risks	Deskripsi Description	Potensi Dampak Finansial Potential Finance Impacts	Pengelolaan Risiko Risk Management
<b>Sosial</b> Social			
<p>Risiko Keselamatan dan Keamanan Safety and Security Risks</p>	<p>Risiko terkait infrastruktur sistem keselamatan dan keamanan (misalnya pelanggaran kebijakan, pelanggaran pengukuran keselamatan dan keamanan). Risiko dalam aspek ini meliputi potensi kecelakaan, insiden keamanan, serta ancaman siber yang dapat mengganggu operasional penerbangan. Risks related to the safety and security system infrastructure (e.g., policy violations, breaches of safety and security measures). Risks in these aspects include the potential for accidents, security incidents, and cyber threats that could disrupt flight operations.</p>	<p>Peningkatan biaya operasional Increase in operational cost</p>	<p>Garuda Indonesia menerapkan standar keselamatan tinggi dengan memenuhi standar IATA <i>Operational Safety Audit</i> (IOSA). Selain itu, Perseroan meningkatkan kapabilitas teknologi keamanan siber guna melindungi data pelanggan dan sistem operasional perusahaan dari ancaman digital melalui kerjasama dengan Badan Siber dan Sandi Negara (BSSN) dalam melakukan pengawasan dan perlindungan aset digital Perseroan untuk menjaga keberlanjutan bisnis serta memastikan layanan penerbangan yang aman, nyaman, dan andal bagi seluruh pelanggan. Garuda Indonesia implements high safety standards by complying with the IATA Operational Safety Audit (IOSA) standards. Additionally, the Company has enhanced its cybersecurity technology capabilities to protect customer data and its operational systems from digital threats through collaboration with the National Cyber and Crypto Agency (BSSN) in monitoring and safeguarding the Company's digital assets to ensure business continuity and provide safe, comfortable, and reliable flight services for all customers.</p>
<b>Tata Kelola</b> Governance			
<p>Risiko Strategis Strategic Risk</p>	<p>Risiko yang terjadi akibat preferensi pelanggan terhadap maskapai yang menawarkan harga lebih kompetitif dan fleksibilitas tinggi dalam kebijakan tiket dapat mengurangi daya tarik layanan premium yang ditawarkan oleh Garuda Indonesia. The risk arising from customer preferences for airlines offering competitive prices and greater flexibility in ticket policies may reduce the appeal of the premium services provided by Garuda Indonesia.</p>	<p>Menurunkan pendapatan Garuda Indonesia A decline in Garuda Indonesia's revenue</p>	<p>Perseroan telah melakukan beberapa program terobosan untuk meningkatkan pendapatan dan keterisian penumpang salah satunya melalui kerjasama strategis pada rute Jakarta – Doha dengan Qatar Airlines. The Company has implemented several breakthrough programs to increase revenue and passenger load, one of which is a strategic partnership on the Jakarta-Doha route with Qatar Airways.</p>
<p>Risiko Kepatuhan Compliance Risk</p>	<p>Risiko yang mencakup potensi sanksi akibat ketidakpatuhan terhadap regulasi penerbangan, perlindungan konsumen, serta aspek hukum terkait hubungan ketenagakerjaan dan kontrak bisnis serta pemenuhan atas kewajiban Homologasi hasil PKPU. Risks include potential sanctions due to non-compliance with aviation regulations, consumer protection laws, legal aspects related to labor relations and business contracts, and the fulfillment of Homologation obligations under the PKPU decision.</p>	<p>Peningkatan beban operasional Increase in operational expenses</p>	<p>Perseroan berkomitmen untuk mematuhi semua peraturan yang berlaku dengan memperkuat tata kelola perusahaan, meningkatkan kepatuhan terhadap standar keselamatan penerbangan, serta memperkuat kerja sama dengan regulator guna memastikan operasional berjalan sesuai dengan ketentuan hukum yang berlaku. The Company is committed to complying with all applicable regulations by strengthening corporate governance, enhancing compliance with flight safety standards, and fostering collaboration with regulators to ensure operational compliance with the applicable laws.</p>

## Tabel Peluang Keberlanjutan dan Perubahan Iklim

### Table of Sustainability Opportunities and Climate Change

Type	Peluang Opportunities	Potensi Dampak Finansial Potential Finance Impacts
<b>Ekonomi</b> Economics		
Produktivitas Productivity	Peningkatan jumlah penumpang Increased number of	Peningkatan pendapatan perseroan Increase in company revenue
<b>Lingkungan</b> Environment		
Resource Efficiency	Garuda Indonesia memiliki program <i>Recycle in-flight material</i> yang merupakan program pemanfaatan penggunaan plastik daur ulang dan mendaur ulang kembali material tersebut ketika selesai digunakan Garuda Indonesia has a <i>Recycle in-flight material</i> program which is a program to utilize recycled plastic and recycle the material when it is finished being used.	Penurunan biaya operasional pembuangan limbah dan penurunan biaya pengadaan material baru Decreased waste disposal operating costs and decreased new material procurement costs
Product and Services	Garuda Indonesia bekerjasama dengan pihak vendor dalam pengadaan material inflight yang ramah lingkungan ( <i>wooden cutleries, paper cup, dan reusable carpet</i> ). Garuda Indonesia cooperates with vendors in procuring environmentally friendly inflight materials ( <i>wooden cutleries, paper cups, and reusable carpet</i> ).	Terdapat pendapatan dari kerjasama dengan pihak ketiga dalam penggunaan material ramah lingkungan There is income from cooperation with third parties in the use of environmentally friendly materials
Market	Meningkatkan akses ke pasar baru Increasing access to new markets	Peningkatan pendapatan Garuda Indonesia Increase in Garuda Indonesia's revenue
Resilience	Partisipasi dalam penggunaan energi terbarukan dan penerapan langkah-langkah efisiensi energi Participating in the use of renewable energy and the implementation of energy efficiency measures	Penurunan biaya operasional Decrease in operational cost
Waste Management	Garuda Indonesia memiliki program pengelolaan sampah yang dihasilkan dari aktivitas perkantoran di area Garuda City Center dan Garuda Indonesia Training Center (GITC) berdasarkan kolaborasi dengan pihak ketiga Garuda Indonesia has a waste management program generated from office activities in the Garuda City Center and Garuda Indonesia Training Center (GITC) areas based on collaboration with third parties.	Terdapat pendapatan dari pengelolaan lahan milik perusahaan dan/atau <i>revenue sharing</i> serta penurunan biaya operasional dalam pengangkutan limbah padat non-B3 A revenue from the management of company-owned land and/or <i>revenue sharing</i> as well as a decrease in operational costs in the transportation of non-B3 solid waste
<b>Sosial</b>		
Safety and Security Management for non-aviation aspect	Garuda Indonesia memiliki program <i>occupational safety, health, and environment management</i> dan <i>security management</i> system untuk mempersiapkan dan merespon kecelakaan dari non-penerbangan dalam aspek <i>safety</i> dan <i>security</i> . Garuda Indonesia has an <i>occupational safety, health, and environment management</i> program and a <i>security management</i> system to prepare for and respond to non-aviation accidents in the aspects of <i>safety</i> and <i>security</i> .	Penurunan biaya operasional Decrease in operating costs
Safety and Security Management for aviation aspect	Garuda Indonesia memiliki program <i>safety management system</i> dan <i>security management system</i> untuk mempersiapkan dan merespon kecelakaan penerbangan dalam aspek <i>safety</i> dan <i>security</i> . Garuda Indonesia has a <i>safety management system</i> and <i>security management system</i> program to prepare for and respond to aviation accidents in the aspects of <i>safety</i> and <i>security</i> .	Penurunan biaya operasional Decrease in operating costs

## Policy Commitment

[GRI 2-23, GRI 2-24]

Dalam menjalankan aktivitas bisnisnya, Garuda Indonesia senantiasa mematuhi berbagai aturan internasional yang meliputi:

1. ICAO Doc 7192-AN/857, tentang pedoman pelatihan personel bandar udara.
2. ICAO Doc 11.3.12, tentang pedoman dan prosedur terkait pengelolaan data penerbangan yang meliputi penyimpanan, pengumpulan, dan penggunaan data.
3. ICAO Doc 9481 dan ICAO Doc 9284, tentang pedoman pengangkutan barang-barang berbahaya (seperti bahan kimia, bahan radioaktif, dan bahan beracun lainnya).
4. ICAO Doc 9432, tentang Instruksi Teknis ICAO (International Civil Aviation Organization) untuk pengangkutan barang berbahaya melalui udara.
5. ICAO Doc 10147, tentang pedoman persyaratan kecakapan bahasa yang ditetapkan oleh ICAO untuk komunikasi udara.
6. Annex 16 volume I – volume IV, tentang pedoman yang ditetapkan oleh ICAO untuk *aircraft environmental protection* pada pesawat.
7. ICAO Doc 6501 volume IV, tentang pedoman dan prosedur untuk kepatuhan terhadap pelaksanaan CORSIA yang ditetapkan oleh ICAO
8. Annex 17, 18, 19, tentang pedoman yang mengatur berbagai aspek penting di dalam penerbangan, di antaranya *Security*, *Dangerous Goods*, dan *Safety*.
9. Annex 1, tentang pedoman dan standard internasional untuk penerbitan lisensi dan sertifikasi bagi personel penerbangan.
10. Peraturan internasional lainnya untuk operasional penerbangan seperti *regional regulatory* (e.g. EASA *Third Country Operators Commission*) dan *international civil aviation authority regulations* (e.g. CASA Australia, CAAC China, JCAB Japan, GACA Saudi Arabia, etc.)

Selanjutnya, Garuda Indonesia juga mematuhi berbagai aturan nasional yang meliputi:

1. Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
2. Undang-Undang Republik Indonesia Nomor 30 Tahun 2007 tentang Energi;
3. Undang-undang (UU) Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
4. Undang-Undang No. 18 tahun 2008 tentang Pengelolaan Sampah;
5. Undang-undang (UU) Nomor 1 Tahun 2009 tentang Penerbangan;
6. Peraturan Menteri Negara Lingkungan Hidup No. 3 Tahun 2008 tentang Tata Cara Pemberian Simbol dan Label Bahan Berbahaya dan Beracun.

## Policy Commitment

[GRI 2-23, GRI 2-24]

In conducting its business activities, Garuda Indonesia consistently complies with various international regulations, including:

1. ICAO Doc 7192-AN/857, on training guidelines for airport personnel.
2. ICAO Doc 11.3.12, on guidelines and procedures for flight data management, including data storage, collection, and utilization.
3. ICAO Doc 9481 and ICAO Doc 9284, on guidelines for the transportation of dangerous goods (such as chemicals, radioactive materials, and other toxic substances).
4. ICAO Doc 9432, on the ICAO (International Civil Aviation Organization) Technical Instructions for the air transport of dangerous goods.
5. ICAO Doc 10147, on language proficiency requirements established by ICAO for air communication.
6. Annex 16 Volume I – Volume IV, concerning guidelines established by ICAO for aircraft environmental protection on aircraft.
7. ICAO Doc 6501 Volume IV, concerning guidelines and procedures for compliance with the implementation of CORSIA established by ICAO
8. Annexes 17, 18, 19, concerning guidelines governing various important aspects of aviation, including Security, Dangerous Goods, and Safety.
9. Annex 1, concerning guidelines and international standards for the issuance of licenses and certification for aviation personnel.
10. Other international regulations for flight operations such as regional regulations (e.g. EASA Third Country Operators Commission) and international civil aviation authority regulations (e.g. CASA Australia, CAAC China, JCAB Japan, GACA Saudi Arabia, etc.)

Furthermore, Garuda Indonesia also complies with various national regulations, including:

1. Law No. 32 of 2009 concerning Environmental Protection and Management;
2. Law of the Republic of Indonesia No. 30 of 2007 concerning Energy;
3. Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation into Law;
4. Law No. 18 of 2008 concerning Waste Management;
5. Law No. 1 of 2009 concerning Aviation;
6. Regulation of the Minister of Environment No. 3 of 2008 concerning Procedures for the Assignment of Symbols and Labels for Hazardous and Toxic Substances.

7. Civil Aviation Safety Regulations part 142, tentang standarisasi dan persyaratan organisasi yang menyediakan pelatihan bagi personel penerbangan.
8. Civil Aviation Safety Regulations part 61 dan 63 , tentang sertifikasi dan kualifikasi untuk Pilot dan Instruktur Penerbangan, serta kru penerbangan lainnya.
9. Civil Aviation Safety Regulations part 60, tentang pedoman pengaturan Flight Simulation Training Devices (FTSDs) dan penggunaan perangkat simulasi penerbangan untuk pelatihan personel penerbangan.
10. Peraturan Menteri Perhubungan Republik Indonesia Nomor 38 Tahun 2015, tentang penyelenggaraan Pendidikan dan Pelatihan Penerbangan Sipil.
11. Peraturan Menteri Perhubungan Republik Indonesia Nomor 32 Tahun 2022, tentang penyelenggaraan Keamanan Penerbangan Sipil.
12. Keputusan Menteri Perhubungan Republik Indonesia Nomor 546 Tahun 2015, tentang Pedoman Penyelenggaraan Sistem Manajemen Keselamatan Penerbangan.
13. Undang-Undang No. 13 tahun 2003 dan Undang-Undang Nomor 6 Tahun 2023, penghormatan terhadap kesetaraan kesempatan dalam bekerja selaras dengan Undang-Undang Nomor 21 Tahun 1999 tentang Pengesahan ILO Convention No. 111 Concerning Discrimination in Respect of Employment and Occupation (Konvensi ILO Mengenai Diskriminasi dalam Pekerjaan dan Jabatan).
14. Instruksi Presiden Republik Indonesia No. 9 Tahun 2000 tentang Pengarusutamaan Gender dalam Pembangunan Nasional.
15. Panduan Kesetaraan dan Non Diskriminasi di Tempat Kerja di Indonesia (Kementerian Tenaga Kerja dan Transmigrasi RI).
16. Peraturan Menteri Lingkungan Hidup dan Kehutanan No. 21 Tahun 2022 tentang Tata Laksana Penerapan Nilai Ekonomi Karbon.
17. Keputusan Menteri Perhubungan No. 8 Tahun 2023 tentang Penetapan Aksi Mitigasi Perubahan Iklim Sektor Transportasi Untuk Pencapaian Target Kontribusi Yang Ditetapkan Secara Nasional.

Garuda Indonesia juga senantiasa memastikan bahwa proses bisnis yang dijalankan telah sesuai dengan standar internasional yang tercermin dengan telah dimilikinya sertifikasi sebagai berikut.

1. SNI ISO 37001:2016 *Anti Bribery-Management System*
2. AOC (*Air Operator Certificate*)
3. IOSA (*IATA Operational Safety Audit*)

Berbagai aturan yang diacu, kemudian digunakan oleh Garuda Indonesia untuk merumuskan berbagai kebijakan internal. Kebijakan internal Garuda Indonesia senantiasa disertai oleh adanya uji tuntas yang digunakan untuk menilai efektivitas penerapan kebijakan internal Garuda Indonesia. Adapun kebijakan internal dan uji tuntas yang dimiliki Garuda Indonesia, sebagai berikut.

7. Civil Aviation Safety Regulations part 142, concerning standardization and requirements for organizations providing training for aviation personnel.
8. Civil Aviation Safety Regulations part 61 and 63, concerning certification and qualifications for pilots and flight instructors, as well as other flight crew members.
9. Civil Aviation Safety Regulations part 60, concerning guidelines for the regulation of Flight Simulation Training Devices (FTSDs) and the use of flight simulation devices for the training of aviation personnel.
10. Regulation of the Minister of Transportation of the Republic of Indonesia Number 38 of 2015, concerning the implementation of Civil Aviation Education and Training.
11. Regulation of the Minister of Transportation of the Republic of Indonesia Number 32 of 2022, concerning the implementation of Civil Aviation Security.
12. Decree of the Minister of Transportation of the Republic of Indonesia Number 546 of 2015, concerning Guidelines for the Implementation of Aviation Safety Management Systems.
13. Law No. 13 of 2003 and Law No. 6 of 2023, respect for equality of opportunity in employment is consistent with Law No. 21 of 1999 concerning the Ratification of ILO Convention No. 111 Concerning Discrimination in Respect of Employment and Occupation
14. Instruction of the Republic of Indonesia No. 9 of 2000 Concerning Gender Mainstreaming in National Development
15. Guidelines on Equality and Non-Discrimination in the Workplace in Indonesia (Ministry of Manpower and Transmigration of the Republic of Indonesia).
16. Minister of Environment and Forestry Regulation No. 21 of 2022 on the Procedures for Implementing Carbon Economic Value.
17. Decree of the Minister of Transportation No. 8 of 2023 on the Determination of Climate Change Mitigation Actions in the Transportation Sector to Achieve the Nationally Determined Contribution Target.

Garuda Indonesia also ensures that its business processes comply with international standards, as reflected in the following certifications.

1. SNI ISO 37001:2016 *Anti Bribery-Management System*
2. AOC (*Air Operator Certificate*)
3. IOSA (*IATA Operational Safety Audit*)

Regulations referred to are then used by Garuda Indonesia to form various internal policies. Garuda Indonesia's internal policies are always accompanied by due diligence to assess the effectiveness of their implementation. The internal policies and due diligence owned by Garuda Indonesia are as follows:

Kebijakan Policy	Uji Tuntas Due Diligence	Penanggungjawab Person in charge
Kebijakan Tata Kelola Perusahaan Corporate Governance Policies	Asesmen Tata Kelola Perusahaan Corporate Governance Assessment	Unit Corporate Secretary Corporate Secretary Unit
Kebijakan Manajemen Risiko Risk Management Policy	Efektivitas pengelolaan risiko dievaluasi secara rutin (per kuartal) Risk management effectiveness is evaluated regularly (quarterly)	Unit Manajemen Risiko Risk Management Unit
Kebijakan Sistem Manajemen Anti Penyuapan Anti-Bribery Management System Policy	SNI ISO 37001:2016 Anti-Bribery-Management System	Unit Corporate Legal & Compliance Corporate Legal & Compliance Unit
Kebijakan Vendor Vendor Policy	SNI ISO 37001:2016 Anti Bribery-Management System	Unit Business Support & General Affairs Business Support & General Affairs Unit
OSH&E Policy	IATA Operational Safety Audit	Unit Corporate Quality & Safety Management Corporate Quality & Safety Management Unit
Kebijakan Respectfull Workplace (RWP) Respectful Workplace (RWP) Policy	Survei Kepuasan Karyawan Employee Satisfaction Survey	Unit Organization Transformation Organization Transformation Unit
Kebijakan Career Management Career Management Policy	Survei Kepuasan Karyawan Employee Satisfaction Survey	Unit Organization Transformation Organization Transformation Unit
Kebijakan Equal Employment Opportunity Equal Employment Opportunity Policy	Survei Kepuasan Karyawan Employee Satisfaction Survey	Unit Organization Transformation Organization Transformation Unit
Kebijakan ESG ESG Policy	CORSIA Verification	Unit Corporate Sustainability Corporate Sustainability Unit

Di samping memiliki uji tuntas, Garuda Indonesia juga menerapkan prinsip kehati-hatian yang merupakan bentuk upaya Garuda Indonesia dalam melakukan mengambil tindakan untuk mencegah dan memitigasi potensi dampak negatif yang disebabkan oleh aktivitas operasional Perseroan. Dalam hal terjadi kondisi kerja yang tidak aman, karyawan dapat melaporkan sistem *Integrated Electronic Safety Database (IESD)* maupun *Form Pelaporan Bahaya* yang telah disediakan oleh Perseroan, yang selanjutnya akan ditindaklanjuti oleh Unit Corporate Quality, Safety & Environment Management, serta departemen terkait lainnya. Karyawan dianjurkan untuk meninggalkan pekerjaan atau menghentikan pekerjaan sesuai kebijakan *Stop Working Authority* apabila merasa kegiatan pekerjaan tersebut tidak aman.

Terkait dengan penghormatan terhadap hak asasi manusia telah tertuang dalam *Respectful Workplace Policy* yang tertuang dalam Surat Keputusan JKTDZ/SKEP/50132/2024 pada tanggal 24 Juli 2024. Dalam kebijakan tersebut menyatakan bahwa seluruh aktivitas operasional Garuda Indonesia senantiasa menerapkan prinsip-prinsip sebagai berikut:

1. *No Discrimination*

Seluruh Insan Garuda Indonesia dilarang melakukan pembedaan perilaku, peminggiran (*marjinalisasi*), pembatasan dan/atau pengucilan kepada insan Garuda Indonesia lainnya. Seluruh insan Garuda Indonesia tidak boleh membeda-bedakan jenis kelamin, agama, etnis, ras, status sosial, status perkawinan, status ekonomi, usia, kebangsaan, warna kulit golongan, bahasa, dan disabilitas.

In addition to conducting due diligence, Garuda Indonesia also applies the precautionary principle to prevent and mitigate potential negative impacts caused by the Company's operational activities. If employees encounter unsafe working conditions, they are encouraged to report it through the *Integrated Electronic Safety Database (IESD)* system or the *Hazard Reporting Form* provided by the Company. These reports are then followed up by the Corporate Quality, Safety & Environment Management Unit and other relevant departments. According to the *Stop Working Authority* policy, employees are also empowered to leave work if they believe the work activity is unsafe.

Respect for human rights is enshrined in the *Respectful Workplace Policy* contained in JKTDZ/SKEP/50132/2024 dated July 24, 2024. The policy states that all operational activities of Garuda Indonesia shall always apply the following principles:

1. *No Discrimination*

All Garuda Indonesia personnel are prohibited from engaging in discriminatory behavior, marginalization, restriction, and/or exclusion toward other Garuda Indonesia personnel. All Garuda Indonesia personnel must not discriminate based on gender, religion, ethnicity, race, social status, marital status, economic status, age, nationality, skin color, group affiliation, language, or disability.

2. *No Bullying*  
Seluruh Insan Garuda Indonesia dilarang melakukan tindakan agresif kepada semua orang, baik pada saat bekerja maupun di media sosial dan/atau media komunikasi, diantaranya berupa perundungan seperti mengganggu, menjahili terus-menerus, membuat susah, menyakiti orang lain baik secara fisik maupun psikis, dalam bentuk kekerasan verbal, sosial, dan fisik secara terus menerus dan berulang dari waktu ke waktu yang dapat menyebabkan penderitaan fisik, penderitaan psikologis, maupun kerugian/kerusakan.
3. *No Harrasment*  
Seluruh Insan Garuda Indonesia dilarang melakukan serangkaian perilaku, isyarat, dan perbuatan asusila di tempat kerja maupun berbagai media komunikasi yang tidak sesuai dengan hukum atau ketentuan perundang-undangan tentang hak asasi manusia yang bertujuan mengintimidasi dan memberikan dampak buruk pada aspek fisik, psikologis/mental, seksual, maupun ekonomi kepada Insan Garuda Indonesia lainnya yang membuat seseorang merasa terintimidasi, terhina, tersinggung, direndahkan, atau dipermalukan dan mengakibatkan kesulitan dalam melaksanakan tugas atau dapat menyebabkan risiko terhadap keamanan, kesehatan, dan keselamatan pegawai.
4. *No Violence*  
Seluruh Insan Garuda Indonesia dilarang melakukan tindakan, paksaan, perampasan secara sewenang-wenang, penganiayaan, serta pemukulan terhadap orang lain di tempat kerja, yang muncul baik secara publik atau privat, yang dapat menyebabkan kerugian/kerusakan atau penderitaan fisik, psikologis, seksual, maupun ekonomi.
5. *Equality*  
Perseroan senantiasa menjamin ada perlakuan yang sama dalam pekerjaan dan jabatan bagi seluruh Insan Garuda Indonesia, tanpa memandang jenis kelamin, etnis, keyakinan agama, karakteristik pribadi, asal-usul sosial, status sosial, status ekonomi, kelahiran, asal-usul kebangsaan, pendapat politik, disabilitas, maupun keanggotaan dalam serikat pekerja di Perseroan.

Perseroan tidak memberikan toleransi terhadap pelaku perbuatan diskriminasi, perundungan, pelecehan, dan kekerasan yang dilakukan oleh Insan Garuda Indonesia. Seluruh Insan Garuda Indonesia, baik yang mengalami, melihat, mendengar, dan/atau mengetahui terjadinya tindakan atau dugaan tindakan Pelanggaran RWP, wajib melaporkannya melalui sistem Penanganan Pengaduan Dugaan Pelanggaran (*Whistleblowing System*). Perseroan memberikan perlindungan dan kerahasiaan bagi pelapor. Atas komitmen Perseroan dalam menjunjung hak asasi manusia di seluruh aktivitas operasionalnya, sepanjang tahun 2024, Perseroan tidak terlibat pada insiden terkait hak asasi manusia.

2. *No Bullying*  
All Garuda Indonesia personnel are prohibited from engaging in aggressive behavior toward anyone, whether at work or on social media and/or other communication platforms, including bullying such as harassing, teasing, causing trouble, or hurting others physically or psychologically, in the form of verbal, social, and physical violence that is persistent and repeated over time, which may cause physical suffering, psychological distress, or loss/damage.
3. *No Harassment*  
All Garuda Indonesia personnel are prohibited from engaging in a series of behaviors, gestures, and indecent acts at the workplace or through various communication media that are not in accordance with the law or regulations on human rights, with the aim of intimidating and causing adverse effects on the physical, psychological/mental, sexual, or economic aspects of other Garuda Indonesia personnel, causing someone to feel intimidated, humiliated, offended, belittled, or humiliated, and causing difficulties in performing duties or posing risks to the safety, health, and security of employees.
4. *No Violence*  
All Indonesian Garuda personnel are prohibited from committing acts of coercion, arbitrary deprivation, abuse, or assault against others in the workplace, whether in public or private, that may cause physical, psychological, sexual, or economic harm or suffering.
5. *Equality*  
The Company always ensures equal treatment in employment and positions for all Garuda Indonesia personnel, regardless of gender, ethnicity, religious beliefs, personal characteristics, social origin, social status, economic status, birth, national origin, political opinions, disabilities, or membership in a labor union within the Company.

The Company does not tolerate any acts of discrimination, bullying, harassment, or violence committed by employees of Garuda Indonesia. All employees of Garuda Indonesia, whether they experience, witness, hear, or become aware of any acts or suspected acts of violations of the RWP, are required to report them through the Whistleblowing System. The Company provides protection and confidentiality for whistleblowers. In line with the Company's commitment to upholding human rights in all its operational activities, the Company was not involved in any incidents related to human rights throughout the year 2024.

Berbagai kebijakan yang dimiliki telah ditandatangani oleh Direksi dan berlaku untuk seluruh karyawan. Kebijakan internal Garuda Indonesia telah disosialisasikan melalui website resmi Garuda Indonesia yaitu [www.Garuda-Indonesia.com](http://www.Garuda-Indonesia.com). Namun demikian, masih terdapat beberapa kebijakan yang belum diunggah ke dalam website resmi Garuda Indonesia dikarenakan lingkup kebijakan yang bersifat internal. Untuk kebijakan yang tidak diunggah, disosialisasikan kepada karyawan melalui Document Management System Garuda Indonesia (DMSGa). Khusus untuk sosialisasi kebijakan bagi mitra bisnis dan pemangku kepentingan lainnya, juga disosialisasikan melalui website Garuda Indonesia serta pertemuan dengan mitra bisnis serta melalui dokumen kontrak kerja.

Kebijakan internal yang dimiliki oleh Garuda Indonesia digunakan sebagai landasan dalam Standar Operasional Prosedur (SOP) yang telah terintegrasi dengan strategi perusahaan yang merupakan pedoman bagi seluruh karyawan Garuda Indonesia dalam menjalankan kegiatan operasionalnya. Dalam mengoptimalkan penerapan kebijakan internal, Garuda Indonesia telah memberikan pelatihan kepada seluruh karyawan di antaranya pelatihan Sistem Manajemen Anti Penyuapan (SMAP), pelatihan terkait *leadership* (struktural level), *culture* (termasuk diversity), *compliance* (semua pegawai), *data protection* (semua pegawai), dan *inclusivity* (*women development*). Adapun total peserta pelatihan selama tahun 2024 sebagai berikut.

No.	Program Pelatihan Training Program	Total Jumlah Pelatihan Total Training	Total Jumlah Peserta Total Participants	Total Jam Pelatihan Total Training Hours
1.	Pilot	2.166	10.322	98.758
2.	Flight Attendant	596	7.761	240.813
3.	FOO & Ground Support	160	917	16.054
4.	Maintenance and Engineering	38	393	7.736
5.	Airline Business	136	863	10.412
6.	Management and Development Training	116	1142	28.605
<b>TOTAL</b>		<b>3.212</b>	<b>21.398</b>	<b>402.378</b>

Informasi pelatihan dan pengembangan kompetensi lainnya disampaikan pada bagian Pelatihan dan Pengembangan Kompetensi pada Laporan Keberlanjutan ini.

## Proses Untuk Memulihkan Dampak Negatif [GRI 2-25]

Garuda Indonesia memiliki komitmen untuk memberikan dampak positif bagi lingkungan dan masyarakat melalui aktivitas operasionalnya. Namun demikian, aktivitas operasional Garuda Indonesia tidak terlepas dari adanya potensi dampak negatif berupa timbulnya polusi udara. Upaya Garuda Indonesia dalam memitigasi potensi dampak negatif yaitu dengan mengadakan program *carbon offset* melalui penukaran, *mileage* pelanggan maupun melalui

Applied policies have been signed by the Board of Directors and effective to all employees. Garuda Indonesia's internal policies have been disseminated through the official website of Garuda Indonesia, [www.Garuda-Indonesia.com](http://www.Garuda-Indonesia.com). However, there are still some policies that have not been uploaded to the official website of Garuda Indonesia due to the internal nature of their scope. For policies that are not uploaded, they are communicated to employees through the Garuda Indonesia Document Management System (DMSGa). Policies for business partners and other stakeholders are disseminated through the Garuda Indonesia website, such as meetings with business partners and contractual documents.

The internal policies owned by Garuda Indonesia serve as the foundation for the Standard Operating Procedures (SOP), which are integrated with the company's strategy and act as guidelines for all Garuda Indonesia employees in carrying out their operational activities. In optimizing the implementation of internal policies, Garuda Indonesia has provided trainings to all employees, these include Anti-Bribery Management System (ABMS) training, leadership training (structural level), culture (including diversity), compliance (all employees), data protection (all employees), and inclusivity (women's development). The total number of training participants during 2024 is as follows.

The Training and Competency Development section of this Sustainability Report provides information on other training and competency development.

## Processes To Remediate Negative Impacts [GRI 2-25]

Garuda Indonesia is committed to positively impacting the environment and society through its operational activities. However, its operations are not without potential negative impacts, including air pollution. Garuda Indonesia's efforts to mitigate potential negative impacts include implementing carbon offset programs through mileage exchanges, corporate social and environmental responsibility programs, and participating in

program tanggung jawab sosial dan lingkungan, dan ikut serta dalam pembelian Sertifikat Pengurangan Emisi Gas Rumah Kaca (SPE GRK) di Bursa Karbon Indonesia.

Garuda Indonesia juga telah menyediakan saluran pengaduan bagi pihak terdampak atas aktivitas operasional Garuda Indonesia. Garuda Indonesia menyediakan 8 (delapan) saluran pengaduan untuk menampung aspirasi, pengaduan, pencarian informasi, yaitu *e-mail*, layanan telfon, media sosial, whatsapp, *live chat*, *customer feedback form*, eksternal (LAPOR Kemenhub, BPKN, YLKI), pelaporan di kantor penjualan Garuda Indonesia.

Garuda Indonesia melibatkan Divisi Ground Service, In-flight Service, Cabin Crew Management, Legal dan Corporate Secretary dalam merancang, meninjau, melaksanakan, dan meningkatkan kualitas mekanisme pengaduan.

Mekanisme penanganan pengaduan senantiasa dievaluasi secara berkala melalui *monitoring* harian, pelaporan kinerja mingguan dan bulanan, selain itu penanganan pengaduan diukur menggunakan *case completion rate*, CSI & NPS. Diluar evaluasi dan *monitoring* rutin, unit customer care akan mengadakan rapat koordinasi penyelesaian pengaduan dengan unit terkait untuk percepatan penyelesaian.

Potensi dampak negatif lainnya yaitu terkait dengan potensi terjadinya kecelakaan kerja. upaya Garuda Indonesia dalam mencegah potensi terjadinya dampak kesehatan dan keselamatan kerja yaitu dengan membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) sebagai penanggung jawab di bidang K3. Keberadaan P2K3 diatur dalam Penetapan Keputusan Kepala Dinas Tenaga dan Transmigrasi Provinsi Banten Nomor:566/2289-DTKT/BINWAS/P2K3/IX/2024 tentang Penetapan Panitia Pembina Keselamatan dan Kesehatan Kerja di Perusahaan PT Garuda Indonesia (Persero) Tbk. Garuda Indonesia juga telah mempersiapkan dan merespons keadaan darurat berupa kecelakaan penerbangan, ancaman bom, pembajakan, penculikan, perang/kekacauan sipil, pandemik, dan bencana alam/kebakaran yang dapat berpengaruh terhadap operasional penerbangan Garuda Indonesia.

Dalam hal terjadi insiden kecelakaan kerja, Garuda Indonesia memiliki upaya remediasi yaitu melalui pelaporan kepada internal unit yang membidangi fasilitas kesehatan, unit yang membidangi *quality & safety* serta Unit Human Capital berkaitan dengan klaim asuransi kecelakaan kerja serta menerbitkan dan mempublikasikan *safety information* terkait dengan *situational awareness*, menyampaikan sebagai *lesson learn* pada setiap akitivitas *training* dan sebagainya.

Garuda Indonesia juga telah memberikan pelatihan terkait K3 kepada karyawan Perseroan untuk mewujudkan kecelakaan kerja nihil dan tidak adanya penyakit akibat kerja. Efektivitas penerapan sistem K3 di Garuda Indonesia terlihat dari penurunan jumlah kecelakaan kerja menjadi 178 insiden sepanjang tahun 2024 menurun dibandingkan dengan tahun 2023 yang sebanyak 261 insiden.

the purchase of Greenhouse Gas Emission Reduction Certificates (SPE-GRK) on the Indonesia Carbon Exchange.

Garuda Indonesia also provides complaint channels for affected parties regarding its operational activities. There are 8 (eight) complaint channels to accommodate aspirations, complaints, and information inquiries, namely email, telephone service, social media, WhatsApp, live chats, customer feedback forms, external channels (LAPOR Kemenhub, BPKN, YLKI), and direct reports to Garuda Indonesia sales offices.

Garuda Indonesia involves the Ground Service Division, In-flight Service, Cabin Crew Management, and Legal and Corporate Secretary in designing, reviewing, implementing, and improving the quality of the complaint mechanisms.

The complaint handling mechanism is regularly evaluated through daily monitoring and weekly and monthly performance reporting which then would be measured using case completion rate, CSI, and NPS. Additionally, the customer care unit will hold coordination meetings with relevant units to expedite complaint resolution.

Another potential negative impact is the risk of workplace accidents. To prevent health and safety risks in the workplace, the company has established the Occupational Safety and Health Advisory Committee (P2K3), which is responsible for OHS sector. The establishment of P2K3 is regulated in the Decree of the Head of Manpower and Transmigration Office of the Banten Province No. 560/1507-DTKT/BINWAS/P2K3/VII/2019 on the Establishment of the Occupational Safety and Health Advisory Committee at PT Garuda Indonesia (Persero) Tbk. Garuda Indonesia has also prepared for and responded to emergency situations such as aviation accidents, bomb threats, hijackings, kidnappings, war/civil unrest, pandemics, and natural disasters/fires that may impact its flight operations.

Garuda Indonesia has remediation efforts for workplace accidents, including reporting to internal units such as healthcare, quality & safety, and Human Capital regarding work accident insurance claims. Additionally, the company issues and publishes safety information related to situational awareness and incorporates lessons learned into training activities and others.

Garuda Indonesia has also provided occupational health and safety (OHS) training to its employees to achieve zero workplace accidents and prevent work-related illnesses. The effectiveness of this system is evident from the decrease in the number of workplace accidents within the Company, which dropped to 178 incidents in 2024, compared to 261 incidents in 2023.

# Ikhtisar Kinerja Keberlanjutan [OJK B]

## Sustainability Performance Highlights [OJK B]

### Kinerja Aspek Ekonomi [OJK B.1, TR-AL-000.A, TR-AL-000.B, TR-AL-000.C, TR-AL-000.D, TR-AL-000.E, TR-AL-000.F, TR-AF-000.A, TR-AF-000.B]

### Economic Performance [OJK B.1, TR-AL-000.A, TR-AL-000.B, TR-AL-000.C, TR-AL-000.D, TR-AL-000.E, TR-AL-000.F, TR-AF-000.A, TR-AF-000.B]

Uraian Description	Satuan Unit	2024	2023	2022
Kuantitas Produk (Garuda Indonesia dan Entitas Anak Perusahaan) Product Quantity (Garuda Indonesia and Subsidiaries)	Kegiatan Usaha Business Activities	9	9	9
Jumlah Penumpang Number of Passengers	Dalam Juta Penumpang in Million Passengers	23,67	19,97	14,85
Available seat kilometres (ASK) Available Seat Kilometers (ASK)	Dalam Miliar USD In Billion USD	39,61	32,82	23,19
Seat load factor Seat load factor	%	78,90	74,88	72,94
Cargo Load Factor Cargo Load Factor	%	37,30	31,37	42,25
Revenue Passenger Kilometres (RPK) Revenue Passenger Kilometers (RPK)	Dalam Miliar USD In Billion USD	31,25	24,58	16,92
Number of departures	Jumlah penerbangan (ref. RP) Number of flights (ref. RP)	74.504	58.848	37.906
Average age of fleet				
• Garuda Indonesia	Tahun Year	12,90	11,84	11,19
• Citilink	Tahun Year	11,94	10,94	9,94
Total Fleet				
• Garuda Indonesia	Armada Fleet	73	71	68
• Citilink	Armada Fleet	66	66	66
Produk ramah lingkungan Eco-friendly products	Unit produk Products Unit	6 (recycle in-flight material)	2 (recycle in-flight material dan ujicoba bioavtur) 2 (recycling in-flight material and bioavtur trial)	1 (recycle in-flight material)
Pendapatan Usaha Operating Revenue	US Dolar US Dollar	3.416.526.383	2.936.631.094	2.100.079.558
Laba/Rugi bersih Net Profit/Loss	US Dolar US Dollar	(69.776.329)	251.996.580	3.736.670.304

Uraian Description	Satuan Unit	2024	2023	2022
Pelibatan pemasok lokal (barang dan jasa) Involvement of Local (Products and Services) Suppliers	Perusahaan/Mitra Companies/Partners	157 dari 213 (73,71)	125 dari 165 (75,75%)	108 dari 157 (68,79%)
Jumlah Dana Penyaluran Dana TJSL* Total Distribution of Social and Environmental Responsibility Funds	US Dolar US Dollar	1.073.316	366.649	480.384

Keterangan:

Description:

\*Konversi dari Rupiah ke USD merujuk APBN 2024, kurs 1USD = Rp15.000

\*)Conversion from Rupiah to USD according to APBN 2023, 1USD = IDR14,800

## Kinerja Aspek Lingkungan Hidup [OJK B.2] Environmental Performance [OJK B.2]

Uraian Description	Satuan Unit	2024	2023	2022
Penggunaan listrik (area Kantor Pusat Garuda City Centre) Electricity Consumption (Head Office of Garuda City Centre)	kWh Gigajoule	7.319.694 26.350,9	7.105.068 25.578,24	6.689.375 24.081,75
Penggunaan BBM Oil Fuel Consumption				
Avtur Jet fuel	Gigajoule	35.765.437	27.365.741	17.252.822
Solar Diesel	Gigajoule	2.507,98	1.038,38	506,05
Bensin Gasoline	Gigajoule	105.634,98	77.733,41	55.819,40
Penggunaan air (area Kantor Pusat Garuda City Centre) Water Consumption (Head Office of Garuda City Centre)	Meter kubik Cubic Meter	46.472	20.464	52.388
Pengurangan limbah elektronik, AC bekas, baterai/ accu bekas, lampu Reduction of electronics, used AC, used battery, and lamp wastes	Ton Tons	-	1.556	-
Pengurangan efluen Effluent reduction	m3	-	-	22.303,52
Pengurangan emisi yang dihasilkan Reduction of produced emission	kgCO2	-	4.943.422	5.274.935
Pelestarian keanekaragaman hayati Biodiversity conservation	Batang pohon Trees	7.800	6.059	5.555

### Pengangkutan Kargo Hewan dan Tumbuhan Dari *Illegal Wildlife Trafficking* dan Memastikan *Animal Well-Being*

Sebagai perusahaan yang bergerak dalam industri jasa transportasi udara, Perseroan berkomitmen untuk menjaga kelestarian keanekaragaman hayati dengan menjaga adanya pengangkutan kargo hewan dan tumbuhan dari *illegal wildlife trafficking* dan memastikan *animal well-being* selama pengangkutan dari daerah asal menuju daerah tujuan. Kebijakan pencegahan tersebut tertuang dalam pengangkutan kargo milik Garuda Indonesia. Selama tahun 2024, Garuda Indonesia melakukan pengangkutan kargo hewan dan tumbuhan sekitar 2,450 pengangkutan sesuai dengan ketentuan yang berlaku.

### Transportation of Animal and Plant Cargo from *Illegal Wildlife Trafficking* And Ensuring *Animal Welfare*

As a company operating in the air transportation industry, the Company is committed to preserving biodiversity by ensuring the transportation of animal and plant cargo from *illegal wildlife trafficking* and ensuring *animal well-being* during transportation from the origin to the destination. This prevention policy is outlined in Garuda Indonesia's cargo transportation regulations. In 2024, Garuda Indonesia conducted approximately 2,450 animal and plant cargo shipments in accordance with applicable regulations.

## Kinerja Aspek Sosial [OJK B.3]

## Social Performance [OJK B.3]

### Dampak Positif Positive Impacts

Uraian Description	Satuan Unit	2024	2023	2022
Rata-Rata Jam Pelatihan Pegawai Average Employee Training Hours	Jam/Pegawai Hours/Employee	19	16	12
Employee Engagement	Skala Likert Likert Scale	86	82	87,70
Employee Satisfaction	Skala Likert Likert Scale	73	72	78,34
Indeks Kepuasan Pelanggan Customer Satisfaction Index	Skala Likert Likert Scale	84,1	84,0	82,4
Net Promotor Score	%	65,2	74,5	71,2

### Dampak Negatif

Garuda Indonesia memiliki komitmen untuk terus memberikan dampak positif bagi seluruh pemangku kepentingan. Namun demikian, aktivitas operasional Garuda Indonesia tidak terlepas dari terjadinya dampak negatif berupa adanya potensi timbulnya polusi udara yang disebabkan oleh aktivitas operasional pesawat terbang. Upaya yang dilakukan Garuda Indonesia dalam memitigasi dampak tersebut di antaranya dengan menggunakan SAF atau bioavtur, mengadakan program *carbon offset* melalui penukaran, *mileage* pelanggan maupun melalui program tanggung jawab sosial dan lingkungan, dan ikut serta dalam pembelian Sertifikat Pengurangan Emisi Gas Rumah Kaca (SPE GRK) di Bursa Karbon Indonesia.

### Negative Impacts

Garuda Indonesia is committed to continuously creating a positive impact for all its stakeholders. However, the negative impacts of Garuda Indonesia's operational activities are inseparable from the potential of air pollution caused by aircraft operations. Garuda Indonesia mitigates these impacts by using SAF or Bioavtur, implementing carbon offset programs through customer mileage redemptions and corporate social and environmental responsibility programs, and participating in the purchase of Greenhouse Gas Emission Reduction Certificates (SPE-GRK) in Indonesia Carbon Exchange.

Potensi dampak negatif lainnya yaitu terjadinya kecelakaan kerja pada aktivitas operasional Garuda Indonesia. Upaya mitigasi yang dilakukan yaitu dengan melakukan pelaporan kepada internal unit yang membidangi fasilitas Kesehatan, unit yang membidangi *quality & safety* serta Unit Human Capital berkaitan dengan klaim asuransi kecelakaan kerja serta menerbitkan dan mempublikasikan *safety information* terkait dengan *situational awareness*, menyampaikan sebagai *lesson learn* pada setiap aktivitas *training* dan sebagainya.

Another potential negative impact is the occurrence of workplace accidents during Garuda Indonesia's operational activities. The mitigation efforts include reporting to internal units responsible for health facilities, units in charge of quality & safety, and the Human Capital unit regarding workplace accident insurance claims. Additionally, Garuda Indonesia issues and publishes *safety information* related to situational awareness, incorporates lessons into training activities, and others.

Uraian Description	Satuan Unit	2024	2023	2022
Jumlah kecelakaan kerja Total Occupational Accidents	Jenis Type	3	11	7





Garuda Indonesia  
*The Airline of Indonesia*



# Profil Perusahaan

Company Profile



# Profil Perusahaan [OJK C]

Company Profile [OJK C]

## Visi, Misi, dan Nilai Keberlanjutan [OJK C.1]

Visi dan misi Garuda Indonesia telah selaras dengan visi dan misi keberlanjutan. Visi dan misi Perseroan adalah sebagai berikut.

## Vision, Mission, and Sustainability Values [OJK C.1]

Garuda Indonesia's vision and mission are aligned with sustainability goals. The Company's vision and missions are as follows.



*To Become a Sustainable Aviation Group by Connecting Indonesia and Beyond While Delivering Indonesian Hospitality*



*Strengthening Business Fundamental Through Strong Revenue Growth, Cost Leadership Implementation, Organization Effectiveness and Group Synergy Reinforcement While Focusing on High Standard of Safety and Customer-Oriented Services Delivered by Professional & Passionate Employees*



## NILAI KEBERLANJUTAN

Sebagai bagian dari Badan Usaha Milik Negara, Perseroan memiliki tanggung jawab yang besar dalam mendukung pertumbuhan ekonomi nasional, meningkatkan kesejahteraan sosial, serta menciptakan lapangan pekerjaan yang luas. Oleh karenanya, penguatan nilai-nilai integritas dan profesionalisme menjadi sangat penting dalam mendorong kinerja yang unggul dan berkelanjutan. Perseroan telah menganut dan menanamkan nilai-nilai utama sumber daya manusia BUMN yang terdiri dari Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif (AKHLAK). Dengan menerapkan nilai AKHLAK, Perseroan berupaya memperkuat peran BUMN sebagai penggerak utama pertumbuhan ekonomi, pencapaian kesejahteraan sosial, penyedia lapangan pekerjaan, serta pengembang talenta. Nilai AKHLAK tidak hanya menjadi identitas perusahaan, tetapi juga pengikat budaya kerja yang mendorong kinerja yang berkelanjutan dan terus berkembang.

Nilai-nilai utama AKHLAK selaras dengan nilai-nilai keberlanjutan dengan penjelasan sebagai berikut.

### Amanah

Memiliki definisi “memegang teguh kepercayaan yang diberikan” dengan panduan perilaku:

- Memenuhi janji dan komitmen;
- Bertanggungjawab atas tugas, keputusan, dan tindakan yang dilakukan;
- Berpegang teguh kepada nilai moral dan etika.

### Kompeten

Memiliki definisi “terus belajar dan mengembangkan kapabilitas” dengan panduan perilaku:

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah;
- Membantu orang lain belajar;
- Menyelesaikan tugas dengan kualitas terbaik.

### Harmonis

Memiliki definisi “saling peduli dan menghargai perbedaan” dengan panduan perilaku:

- Menghargai setiap orang apapun latar belakangnya;
- Suka menolong orang lain;
- Membangun lingkungan kerja yang kondusif.

### Loyal

Memiliki definisi “berdedikasi dan mengutamakan kepentingan bangsa dan negara” dengan panduan perilaku:

- Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara;
- Rela berkorban untuk mencapai tujuan yang lebih besar;
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

## SUSTAINABILITY VALUES

As part of a State-Owned Enterprise, the Company bears a significant responsibility in supporting national economic growth, enhancing social welfare, and creating extensive employment opportunities. Hence, strengthening the values of integrity and professionalism is crucial in driving excellent and sustainable performance. The Company adheres to the core values of BUMN human capital, the AKHLAK, an acronym for Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative. By implementing the AKHLAK values, the Company strives to strengthen the role of SOEs as the main driver of economic growth, the achievement of social welfare, job creation, and talent development. The AKHLAK values are not only the company's identity but also a unifying work culture that drives a sustainable and continuously evolving performance.

AKHLAK values align with sustainability principles, as explained below.

### Amanah (Trustworthy)

Defined as "holding firmly to the trust given," with behavioral guidelines:

- Fulfilling promises and commitments;
- Taking responsibility for tasks, decisions, and actions;
- Holding steadfast to moral and ethical values.

### Kompeten (Competent)

Defined as "continuously learning and developing capabilities," with behavioral guidelines:

- Enhancing personal competence to meet ever-changing challenges;
- Helping others to learn;
- Completing tasks in the best quality.

### Harmonis (Harmonious)

Defined as "caring and respecting differences," with behavioral guidelines:

- Respecting every person regardless of their background
- Willing to help others;
- Creating a conducive work environment.

### Loyal

Defined as "dedicated and prioritizing the interests of the nation and state," with behavioral guidelines:

- Protecting the reputation of colleagues, leaders, SOEs, and the country;
- Willing to sacrifice for a greater goal;
- Obeying leaders as long as they do not conflict with law and ethics.

### Adaptif

Memiliki definisi “terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan” dengan panduan perilaku:

- Cepat menyesuaikan diri untuk menjadi lebih baik;
- Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi;
- Bertindak proaktif.

### Kolaboratif

Memiliki definisi “mendorong kerja sama yang sinergis” dengan panduan perilaku:

- Memberi kesempatan kepada berbagai pihak untuk berkontribusi;
- Terbuka dalam bekerja sama untuk menghasilkan nilai tambah;
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

### Adaptif (Adaptive)

Defined as "constantly innovating and being enthusiastic in driving or facing changes," with behavioral guidelines:

- Quickly adjusting to be better;
- Continuously improving in line with technological developments;
- Being proactive.

### Kolaboratif (Collaborative)

Defined as "encouraging synergistic cooperation," with behavioral guidelines:

- Providing opportunities for various parties to contribute;
- Being open to collaborate to generate added value;
- Motivating the use of various resources for common goals.

# AKHLAK

Sebagai Core Values BUMN dan Garuda Indonesia  
As The Core Values of Soes and Garuda Indonesia

## Amanah

**Kami Memegang Teguh Kepercayaan yang Diberikan**  
We Firmly Uphold the Trust Given

## Kompeten

**Kami Terus Belajar dan Mengembangkan Kapabilitas**  
We Continuously Learn and Develop Capabilities

## Harmonis

**Kami Saling Peduli dan Menghargai Perbedaan**  
We Care for Others and Respect Differences

## Loyal

**Kami Berdedikasi dan Mengutamakan Kepentingan Bangsa dan Negara**  
We Are Dedicated and Prioritize Mutual Interests

## Adaptif

**Kami Terus Berinovasi dan Antusias Dalam Menggerakkan ataupun Menghadapi Perubahan**  
We Continuously Innovate and are Enthusiastic about Driving or Facing Changes

## Kolaboratif

**Kami Membangun Kerja Sama yang Sinergis**  
We Build Synergistic Collaboration



# Identitas Perusahaan

[OJK C.2, GRI 2-1, GRI 2-6]



Nama Perusahaan [GRI 2-1]  
Company Name [GRI 2-1]

PT Garuda Indonesia (Persero) Tbk



Bidang Usaha [GRI 2-6]  
Business Line [GRI 2-6]

**Jasa Angkutan Udara Niaga**  
Commercial Air Transportation Services



Jenis/Badan Hukum  
Perusahaan  
Type/Legal Entity of  
the Company

**Perusahaan Tercatat**  
Listed Company



Tanggal Pendirian  
Establishment Date

**31 Maret 1950**  
March 31, 1950



Dasar Hukum  
Pendirian  
Legal Basis of  
Establishment

Akta No. 137 tanggal 31 Maret 1950 dibuat di hadapan Raden Kadiman, Notaris di Jakarta, yang telah disetujui oleh Menteri Kehakiman Republik Indonesia Serikat sebagaimana tertuang dalam Keputusan No. J.A.5/12/10 tanggal 31 Maret 1950 dan diumumkan pada Berita Negara Republik Indonesia Serikat No. 30 tanggal 12 Mei 1950, tambahan No. 136.  
Deed No. 137, dated March 31, 1950, passed before Raden Kadiman, a Notary in Jakarta, which was approved by the Minister of Justice of the Republic of Indonesia based on Decree No. J.A.5/12/10, dated March 31, 1950, and announced in the State Gazette of the Republic of Indonesia No. 30, dated May 12, 1950, Supplement No. 136.



Modal Dasar  
Authorized Capital

207.752.981.875 lembar saham dengan nilai nominal total Rp47.527.754.002.302 atau masing-masing saham bernilai nominal Rp459 untuk Seri A dan B serta Rp196 untuk Seri C.  
207,752,981,875 shares worth IDR47,527,754,002,302 or each share worth IDR459 for Series A and B and IDR196 for Series C.



Modal Ditempatkan  
dan Disetor Penuh  
Issued and Paid-Up  
Capital

91.480.783.837 saham dengan nilai nominal total Rp24.738.403.186.854  
91,480,783,837 shares worth  
IDR24,738,403,186,854



Jumlah Armada  
Total Fleets

139 armada (73 armada dioperasikan oleh Garuda Indonesia Main Brand dan 66 armada dioperasikan oleh Citilink)  
139 fleets (73 were operated by Garuda Indonesia Main Brand and the other 66 were operated by Citilink)



Jumlah Destinasi  
Penerbangan  
Number of Flight  
Destinations

15 Internasional (20 rute)  
39 Domestik (51 Rute)  
15 International (20 routes)  
39 Domestic (51 routes)



Jumlah Pegawai  
[OJK C.3]  
Total Employees  
[OJK C.3]

4.502 Pegawai per 31 Desember 2024 (Garuda Indonesia).  
4,502 Pegawai per 31 Desember 2024 (Garuda Indonesia).



Kepemilikan [GRI 2-1]  
Ownership [GRI 2-1]

Negara Republik Indonesia (64,54%)  
The Republic of Indonesia (64,54%)  
PT Trans Airways (8,00 %)  
Publik (27,47 %)  
Public (27,47 %)



Pencatatan di  
Bursa Efek Indonesia  
Listing on the  
Indonesia Stock Exchange

11 Februari 2011  
February 11, 2011



Kode Saham  
Ticker Code  
GIAA

Company Identity [OJK C.2, GRI 2-1, GRI 2-6]



**Alamat Kantor Pusat**  
Head Office Address

Gedung Garuda Indonesia  
Jl. Kebon Sirih No. 46A  
Jakarta – 10110, Indonesia

**Alamat Kantor Manajemen**  
Management Office Address

Gedung Manajemen Garuda  
Garuda City, Bandar Udara  
Internasional Soekarno - Hatta  
Tangerang - 15111, Indonesia  
PO BOX 1004 TNG BUSH



**Sekretaris Perusahaan**  
Corporate Secretary

Mitra Piranti  
Corporate Secretary Group Head  
mitra.piranti@garuda-indonesia.com



**Entitas Anak**  
Subsidiaries

PT Aero Wisata  
PT Sabre Travel Network Indonesia  
PT Garuda Maintenance Facility Aero Asia Tbk  
PT Aero Systems Indonesia  
PT Citilink Indonesia  
Garuda Indonesia Holiday France S.A.S.



**Akses Informasi**  
[GRI 2-1]  
Contact Address  
[GRI 2-1]

Alamat Kantor Manajemen:  
Management Office Address:

Gedung Manajemen Garuda  
Garuda City, Bandar Udara  
Internasional Soekarno - Hatta  
Tangerang - 15111, Indonesia  
PO BOX 1004 TNG BUSH

Contact Center:  
0804 1807 807/021 2351 9999  
Layanan Contact Center tersedia selama 24 jam sehari dan 7 hari seminggu serta dapat diakses dari seluruh dunia (International Toll Free Service/ITFS)  
Contact Center services are available 24 hours a day and 7 days a week and can be accessed from all over the world (International Toll-Free Service/ITFS)

Email: customer@garuda-indonesia.com

Situs Web: www.garuda-indonesia.com

Media Sosial  
X (Twitter): @IndonesiaGaruda  
Facebook: Garuda Indonesia  
Instagram: garuda.indonesia  
YouTube Channel: Garuda Indonesia  
TikTok: garuda.indonesia

## Skala Perusahaan [OJK C.3]

## Company Scale [OJK C.3]

Rincian terkait skala perusahaan disajikan pada tabel di bawah ini:

Details regarding the company's scale are presented in the table below:

Uraian Description	Satuan Unit	2024	2023	2022
Pendapatan Usaha Operating Revenue	Dalam USD penuh In full USD	3.416.526.383	2.936.631.094	2.100.079.558
Total Aset Total Assets	Dalam USD penuh In full USD	6.618.614.941	6.727.645.053	6.235.010.979
Total Liabilitas Total Liabilities	Dalam USD penuh In full USD	7.970.511.787	8.010.372.227	7.770.110.129
Total Ekuitas Total Equity	Dalam USD penuh In full USD	(1.351.896.846)	(1.282.727.174)	(1.535.099.150)
Nama Pemegang Saham dan Persentase Names of Shareholders and Their Percentage		<ul style="list-style-type: none"> <li>Pemerintah Negara Republik Indonesia 64,54%</li> <li>PT Trans Airways 8,00%</li> <li>Publik 27,46%</li> <li>Government of the Republic of Indonesia (64.54%)</li> <li>PT Trans Airways (8.00%)</li> <li>Public (27.46%)</li> </ul>	<ul style="list-style-type: none"> <li>Pemerintah Negara Republik Indonesia 64,54%</li> <li>PT Trans Airways 8,00%</li> <li>Publik 27,46%</li> <li>Government of the Republic of Indonesia (64.54%)</li> <li>PT Trans Airways (8.00%)</li> <li>Public (27.46%)</li> </ul>	<ul style="list-style-type: none"> <li>Pemerintah Negara Republik Indonesia 64,54%</li> <li>PT Trans Airways 8,00%</li> <li>Publik 27,46%</li> <li>Government of the Republic of Indonesia (64.54%)</li> <li>PT Trans Airways (8.00%)</li> <li>Public (27.46%)</li> </ul>
Jumlah Pegawai (Garuda Indonesia) Total Employees (Garuda Indonesia)	Orang People	4.502	4.401	4.459
Jumlah Kegiatan Usaha (Garuda Indonesia & Entitas Anak) Number of Business Activities (Garuda Indonesia & Subsidiaries)	Kegiatan Usaha Business Activities	12	12	12
Jumlah Anak Perusahaan (Garuda Indonesia) Number of Subsidiaries (Garuda Indonesia)	Entitas Anak Subsidiary	6	6	6
Jumlah Strategic Business Unit (Garuda Indonesia) Number of Strategic Business Units (Garuda Indonesia)	Unit	2	2	2
Jumlah Kantor Perwakilan (Kantor Cabang Domestik, Internasional, Sales Office dan Airport Ticketing Office) (Garuda Indonesia) Number of Representative Offices (Domestic & International Branch Offices, Sales Offices, and Airport Ticketing Offices) (Garuda Indonesia)	Kantor Perwakilan Representative Offices	121	115	109

Uraian Description	Satuan Unit	2024	2023	2022
Jumlah Armada (Garuda Indonesia & Entitas anak Indonesia) Total Fleets (Garuda Indonesia & Subsidiaries)	Armada Fleet	139	137	134

### Informasi Mengenai Pegawai [OJK C.3, GRI 2-7, 2-8]

Hingga akhir periode pelaporan, jumlah pegawai Garuda Indonesia sebanyak 4.502 orang pegawai yang terdiri dari 4.107 orang pegawai tetap, 325 orang pegawai kontrak dan 70 orang siswa. Pegawai tetap merupakan seseorang yang telah melalui masa percobaan dan memenuhi persyaratan jabatan yang ditentukan serta diangkat dalam suatu surat Keputusan, Pegawai kontrak merupakan seseorang yang bekerja di dalam hubungan kerja berdasarkan perjanjian kerja untuk waktu tertentu dengan Perseroan. Sedangkan, siswa yang dimaksud adalah seseorang yang menjalankan proses pendidikan dan pelatihan di Perusahaan. Garuda Indonesia tidak membagi pegawai berdasarkan waktu kerja yaitu penuh waktu dan paruh waktu serta tidak memiliki pegawai *non-guaranteed hours employees*, sehingga seluruh pegawai Perseroan merupakan karyawan penuh waktu.

Selain itu, Garuda Indonesia memiliki program magang sebagai salah satu komitmen Perseroan kepada masyarakat dalam memberikan kesempatan kepada mahasiswa ataupun lulusan baru untuk dapat membangun kompetensi, memperluas wawasan dan mendapatkan pengalaman nyata di dunia kerja. Perseroan secara aktif berpartisipasi dalam Program Magang Mahasiswa Bersertifikat (PMMB) dari FHCI BUMN serta program magang Garuda Indonesia. Pada tahun 2024, Garuda Indonesia telah menerima 69 orang pekerja magang yang mayoritas di tempatkan *Head Office*. Garuda Indonesia juga mempekerjakan sebanyak 1.411 alih daya yang mayoritas ditempatkan pada semua area *head office* dan *branch office* Perusahaan.

Metode penyusunan laporan ini menggunakan *in head count* per 31 Desember 2022, 2023, dan 2024. Tidak terdapat fluktuasi jumlah karyawan yang signifikan selama periode pelaporan maupun antar periode pelaporan. Demografi karyawan adalah sebagai berikut.

### Information on Employees [OJK C.3, GRI 2-7, 2-8]

As of the end of the reporting period, Garuda Indonesia had a total of 4,502 employees, consisting of 4,107 permanent employees, 325 contract employees, and 70 interns. A permanent employee is an individual who has completed a probationary period, met the required job qualifications, and has been appointed through an official decision letter. A contract employee is an individual who works under an employment agreement for a specific period with the Company. Meanwhile, an intern refers to someone undergoing education and training within the Company. Garuda Indonesia does not classify employees based on working hours, such as full-time and part-time employees, and does not have non-guaranteed hours employees. Therefore, all employees of the company are full-time employees.

In addition, Garuda Indonesia manages an internship program as part of the Company's commitment to society, providing opportunities for students or fresh graduates to build competencies, expand their knowledge, and gain real-world work experience. The Company actively participates in the Certified Student Internship Program (PMMB) organized by the Indonesian Human Capital Forum (FHCI) of State-Owned Enterprises and the Garuda Indonesia internship program. In 2024, Garuda Indonesia accepted 69 interns, most of whom were placed at the Head Office. Garuda Indonesia also employed 1,411 outsourced workers, the majority of whom were placed in all areas of the Head Office and Branch Offices of the Company.

This report used the headcount method as of December 31, 2022, 2023, and 2024. There were no significant fluctuations in the number of employees during the reporting period or between reporting periods. The employee demographics are as follows:

## Komposisi Pegawai Berdasarkan Jenis Kelamin

## Gender-Based Employee Composition

### Tabel Komposisi Pegawai Berdasarkan Jenis Kelamin

#### Table of Gender-based Employee Composition

(dalam satuan orang)  
(in person)

Jenis Kelamin Gender	2024	2023	2022
Pria Male	2.278	2.283	2.308
Wanita Female	2.224	2.118	2.151
<b>Jumlah Total</b>	<b>4.502</b>	<b>4.401</b>	<b>4.459</b>

## Komposisi Pegawai Berdasarkan Level Organisasi dan Jenis Kelamin

## Organizational Level and Gender-Based Employee Composition

### Tabel Komposisi Pegawai Berdasarkan Level Organisasi dan Jenis Kelamin

#### Table of Organizational Level and Gender-based Employee Composition

(dalam satuan orang)  
(in person)

Level Organisasi Organizational Level	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Direksi Board of Directors	5	1	6	6	-	6	6	-	6
Vice President	32	6	38	30	7	37	27	5	32
Senior Manager	144	58	202	138	52	190	119	40	159
Manager	279	226	505	307	226	533	233	144	377
Staf Staff	1.818	1.933	3.751	1.802	1.833	3.635	1.923	1.962	3.885
<b>Jumlah Total</b>	<b>2.278</b>	<b>2.224</b>	<b>4.502</b>	<b>2.283</b>	<b>2.118</b>	<b>4.401</b>	<b>2.308</b>	<b>2.151</b>	<b>4.459</b>

## Komposisi Pegawai Berdasarkan Usia dan Jenis Kelamin

## Age and Gender-Based Employee Composition

### Tabel Komposisi Pegawai Berdasarkan Usia dan Jenis Kelamin

#### Table of Age and Gender-based Employee Composition

(dalam satuan orang)  
(in person)

Usia Age	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
>50 tahun >50 years old	412	295	707	454	289	743	427	260	687
41 – 50 tahun 41 – 50 years old	368	137	505	355	163	518	438	703	1.141
31 – 40 tahun 31 – 40 years old	1.127	1.229	2.356	1.096	1.104	2.200	1.039	983	2.022
21 – 30 tahun 21 – 30 years old	371	563	934	378	562	940	404	205	609
<b>Jumlah Total</b>	<b>2.278</b>	<b>2.224</b>	<b>4.502</b>	<b>2.283</b>	<b>2.118</b>	<b>4.401</b>	<b>2.308</b>	<b>2.151</b>	<b>4.459</b>

**Komposisi Pegawai Berdasarkan Tingkat Pendidikan dan Jenis Kelamin**

**Educational Level and Gender-Based Employee Composition**

**Tabel Komposisi Pegawai Berdasarkan Tingkat Pendidikan dan Jenis Kelamin**  
Table of Educational Level and Gender-based Employee Composition

(dalam satuan orang)  
(in person)

Tingkat Pendidikan Educational Level	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
S3 Doctorate	3	3	6	3	3	6	3	3	6
S2 Master	139	79	218	144	72	216	131	66	197
S1 Bachelor	784	877	1.661	714	741	1.455	733	740	1.473
Sarjana Muda Diploma Diploma	711	192	903	737	193	930	769	187	956
SMA Senior High school	641	1.073	1.714	685	1.109	1.794	672	1.155	1.827
<b>Jumlah Total</b>	<b>2.278</b>	<b>2.224</b>	<b>4.502</b>	<b>2.283</b>	<b>2.118</b>	<b>4.401</b>	<b>2.308</b>	<b>2.151</b>	<b>4.459</b>

**Komposisi Pegawai Berdasarkan Status Kepegawaian dan Jenis Kelamin**

**Employment Status and Gender-Based Employee Composition**

**Tabel Komposisi Pegawai Berdasarkan Status Kepegawaian dan Jenis Kelamin**  
Table of Employment Status and Gender-based Employee Composition

(dalam satuan orang)  
(in person)

Status Kepegawaian Employment Status	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Pegawai Tetap Permanent Employee	2.090	2.017	4.107	2.129	2.032	4.161	2.183	2.113	4.296
Pegawai Kontrak Contract Employee	171	154	325	59	45	104	92	37	129
Siswa Student	17	53	70	95	41	136	33	1	34
<b>Jumlah Total</b>	<b>2.278</b>	<b>2.224</b>	<b>4.502</b>	<b>2.283</b>	<b>2.118</b>	<b>4.401</b>	<b>2.308</b>	<b>2.151</b>	<b>4.459</b>

## Komposisi Pegawai Berdasarkan Wilayah Kerja dan Jenis Kelamin

## Working Areas and Gender-Based Employee Composition

Tabel Komposisi Pegawai Berdasarkan Wilayah Kerja dan Jenis Kelamin

Table of Working Areas and Gender-based Employee Composition

(dalam satuan orang)  
(in person)

Wilayah Kerja Work Area	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Dalam Negeri Domestic	2.143	2.195	4.338	2.216	2.051	4.267	2.240	2.078	4.318
Luar Negeri International	81	83	164	67	67	134	68	73	141
<b>Jumlah Total</b>	<b>2.224</b>	<b>2.278</b>	<b>4.502</b>	<b>2.283</b>	<b>2.118</b>	<b>4.401</b>	<b>2.308</b>	<b>2.151</b>	<b>4.459</b>

## Komposisi Pegawai Tetap Berdasarkan Wilayah Kerja dan Jenis Kelamin

## Working Areas and Gender-Based Intern Composition

Tabel Komposisi Pegawai Tetap Berdasarkan Wilayah Kerja dan Jenis Kelamin

Table of Working Areas and Gender-based Intern Composition

(dalam satuan orang)  
(in person)

Wilayah Kerja Work Area	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Dalam Negeri Domestic	2.015	1.944	3.959	2.068	1.968	4.036	2.125	2.054	4.179
Luar Negeri International	75	73	148	61	64	125	58	59	117
<b>Jumlah Total</b>	<b>2.090</b>	<b>2.017</b>	<b>4.107</b>	<b>2.129</b>	<b>2.032</b>	<b>4.161</b>	<b>2.183</b>	<b>2.113</b>	<b>4.296</b>

## Komposisi Pegawai Kontrak Berdasarkan Wilayah Kerja dan Jenis Kelamin

## Working Areas and Gender-Based Contract Employee Composition

Tabel Komposisi Pegawai Kontrak Berdasarkan Wilayah Kerja dan Jenis Kelamin

Table of Working Areas and Gender-based Contract Employee Composition

(dalam satuan orang)  
(in person)

Wilayah Kerja Work Area	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Dalam Negeri Domestic	163	146	309	89	38	127	82	23	105
Luar Negeri International	8	8	16	6	3	9	10	14	24
<b>Jumlah Total</b>	<b>171</b>	<b>154</b>	<b>325</b>	<b>95</b>	<b>41</b>	<b>136</b>	<b>92</b>	<b>37</b>	<b>129</b>

**Komposisi Siswa Berdasarkan Wilayah Kerja dan Jenis Kelamin**

**Working Areas and Gender-Based Intern Composition**

**Tabel Komposisi Siswa Berdasarkan Wilayah Kerja dan Jenis Kelamin**

Table of Working Areas and Gender-based Intern Composition

(dalam satuan orang)  
(in person)

Wilayah Kerja Work Area	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Dalam Negeri Domestic	17	53	70	59	45	104	33	3	36
Luar Negeri International	0	0	0	0	0	0	0	0	0
<b>Jumlah Total</b>	<b>17</b>	<b>53</b>	<b>70</b>	<b>59</b>	<b>45</b>	<b>104</b>	<b>33</b>	<b>3</b>	<b>36</b>

**Komposisi Pekerja Non Pegawai Langsung Berdasarkan Wilayah Kerja dan Jenis Kelamin [GRI 2-8]**

**Working Areas and Gender-Based Non-Staff Workers Composition [GRI 2-8]**

**Tabel Komposisi Pekerja Non Pegawai Berdasarkan Wilayah Kerja dan Jenis Kelamin**

Table of Working Areas and Gender-based Non-Staff Workers Composition

(dalam satuan orang)  
(in person)

Pekerja Non Pegawai	2024			2023			2022		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Pekerja Magang Interns	33	36	69	37	24	61	28	31	59
Pekerja Alih Daya Outsourced Employee	851	560	1.411	866	512	1.378	673	344	1.017
<b>Jumlah Total</b>	<b>884</b>	<b>596</b>	<b>1.480</b>	<b>903</b>	<b>536</b>	<b>1.439</b>	<b>701</b>	<b>375</b>	<b>1.076</b>

**Wilayah Operasional [OJK C.2, C.3, GRI 2-1]**

Sampai dengan akhir tahun 2024, Garuda Indonesia memiliki memiliki 98 Kantor Cabang yang tersebar di seluruh wilayah Indonesia dan Internasional serta memiliki berbagai Kantor Layanan lainnya. Jumlah destinasi Garuda Indonesia per akhir tahun 2024 berjumlah 51 rute penerbangan ke 39 destinasi domestik serta 20 rute penerbangan ke 15 destinasi internasional.

**Operational Areas [OJK C.2, C.3, GRI 2-1]**

By the end of 2024, Garuda Indonesia will operate 98 branch offices across Indonesia and internationally, along with various other service offices. The number of Garuda Indonesia's destinations by the end of 2024 was 51 flight routes to 39 domestic destinations and 20 flight routes to 15 international destinations.

## Destinasi Domestik

## Domestic Destination



Tabel Wilayah Usaha Garuda Indonesia Tahun 2024  
Table of Garuda Indonesia's Operational Areas for 2024

Jenis Type	Kantor Cabang Branch Office	Gerai Branch	General Sales Agent General Sales Agent	CSC KSO	CSC OWN
Domestik Domestic	45	15	-	113	1
Sumatera Sumatra	11	1	-	29	-
Jawa Java	13	10	-	40	1
Bali, NTT, NTB Bali, North Nusa Tenggara, and South Nusa Tenggara	5	-	-	13	-
Kalimantan	5	-	-	8	-
Sulawesi	5	-	-	14	-
Papua dan Maluku Papua and Maluku	6	4	-	9	-
Internasional International	17	-	18	-	-
<b>Jumlah Total</b>	<b>62</b>	<b>15</b>	<b>18</b>	<b>113</b>	<b>2</b>

Alamat lengkap kantor cabang domestik, kantor cabang internasional, *Passenger Agent (PSA)*, Garuda Indonesia Cargo Regional, dan *Cargo Service Centre (CSC)* disampaikan di Laporan Tahunan Perseroan Tahun 2024.

The addresses of domestic branch offices, international branch offices, Passenger Sales Agents (PSA), Garuda Indonesia Cargo Regional offices, and Cargo Service Centers (CSC) are presented in the Company's 2024 Annual Report.



**Destinasi Internasional**  
International Destinations





## Kegiatan Usaha yang Dijalankan [OJK C.4, GRI 2-6]

Garuda Indonesia menjalankan kegiatan operasionalnya pada bidang jasa angkutan udara niaga berdasarkan pasal 3 Anggaran Dasar Perseroan yang termuat dalam Akta Notaris No. 83 tertanggal 20 Juni 2023. Ruang lingkup kegiatan usaha Perseroan mencakup kegiatan usaha utama dan pendukung sesuai ketentuan dan peraturan perundang-undangan yang berlaku. Penjelasan kegiatan usaha utama dan pendukung menurut Anggaran Dasar serta kegiatan yang sudah dijalankan secara lengkap telah disampaikan pada Laporan Tahunan bagian Profil Perusahaan.

## Rantai Nilai dan Hubungan Bisnis Lainnya

### Rantai Nilai

#### Aktivitas Organisasi, Produk, Layanan dan Pasar yang Dilayani [C.4, GRI 2-6]

Pengediaan produk dan jasa Perseroan telah memenuhi standar internasional yang dikemas dengan tajuk Garuda Indonesia Experience, meliputi pengalaman terbang yang terintegrasi dari *pre-flight*, *in-flight*, hingga *post-flight* melalui 5 (lima) panca indra.

<b>Sight</b>	Pengalaman visual yang memanjakan mata penumpang. A visually appealing experience featuring a diverse range of colors and patterns.
<b>Sound</b>	Menghadirkan Garuda Indonesia Experience melalui perangkat mutakhir <i>Audio &amp; Video on Demand (AVOD)</i> . Advanced Audio & Video on Demand (AVOD) technology to enhance immersive in-flight entertainment experience.
<b>Scent</b>	Membawa aroma yang menyegarkan sekaligus menenangkan di kantor penjualan dan lounge. Refreshing and calming fragrances are present around sales offices and lounges.
<b>Taste</b>	Menyuguhkan cita rasa makanan dan minuman khas nusantara. A culinary journey featuring authentic Indonesian flavors.
<b>Touch</b>	Menghadirkan konsep <i>touch</i> yang tercermin dalam layanan tulus dan bersahabat. Genuine and attentive service, reflecting the warmth and hospitality of Indonesia

Produk dan jasa yang dimiliki oleh Perseroan antara lain Jasa Penerbangan, Jasa Pemeliharaan Pesawat, Jasa Lainnya dan Pengembangan Armada. Penjelasan lengkap terkait produk dan jasa telah disampaikan pada Laporan Tahunan bagian Profil Perusahaan.

## Business Activities Carried Out [OJK C.4, GRI 2-6]

Garuda Indonesia conducts its operational activities in commercial air transportation services, as stipulated in Article 3 of the Company's Articles of Association, recorded in Notarial Deed No. 83 dated June 20, 2023. The scope of the Company's business activities encompasses both core and supporting business activities in accordance with applicable laws and regulations. A comprehensive explanation of these activities, as outlined in the Articles of Association, along with those undertaken by the Company, are provided in the Annual Report under the Company Profile section.

## Value Chain And Other Business Relationships

### Rantai nilai

#### Organizational Activities, Products, Services, and Served Markets [C.4, GRI 2-6]

The Company's products and services adhere to international standards and are integrated under the Garuda Indonesia Experience, offering a seamless journey of 5 (five) senses, from *pre-flight*, *in-flight*, to *post-flight* services.

The Company's portfolio includes Aviation Services, Aircraft Maintenance Services, Other Services, and Fleet Development. A detailed description of these products and services is available in the Annual Report under the Company Profile section.

## Rantai Pasok [GRI 2-6]

Dalam rangka menunjang aktivitas bisnisnya, Garuda Indonesia telah melibatkan berbagai pemasok barang dan jasa yang meliputi pemasok penyedia *fuel*, *ground handling*, *catering*, konsultan, dan lainnya. Sepanjang tahun 2024, Garuda Indonesia telah bekerja sama dengan 157 pemasok lokal dan 56 pemasok yang berasal dari luar negeri. Informasi penggunaan pemasok lokal lebih lengkap telah disampaikan pada Laporan Keberlanjutan ini bagian Pengadaan Barang dan Jasa.

Penerapan rantai pasokan terhadap penyediaan pesawat terbang berdasarkan Keputusan yang terdapat dalam Rencana Pokok Produksi (RPP). Proses penyediaan pesawat telah terdapat di dalam Manual Penyediaan dan Pengelolaan Pesawat. Dalam hal peningkatan kualitas kinerja, Perseroan telah memperbaiki prosedur agar lebih sesuai dengan perkembangan terkini. Penetapan indikator keberhasilan dalam penerapan program penyediaan pesawat terbang telah tercantum dalam *Key Performace Indicator* (KPI) yaitu perbandingan antara kebutuhan pesawat yang direncanakan dan jumlah pesawat yang berhasil didatangkan. *Monitoring* kinerja rantai pasokan dilakukan secara berkala, seiring dengan pelaporan bulanan pencapaian KPI pemenuhan pesawat.

Selain itu, Garuda Indonesia telah melakukan evaluasi atau penilaian terhadap para lessor (pihak penyewa pesawat) yang terlibat dalam operasional penerbangan haji melalui proses *lessor assessment*. Penilaian ini dilakukan untuk memastikan bahwa layanan dan kerja sama dari lessor sesuai dengan standar yang diharapkan. Adapun indikator-indikator yang digunakan dalam lessor assessor antara lain: ketepatan waktu, kualitas komunikasi dan kerja sama personil dan *technical problem*, cargo, akomodasi, kemampuan personil, fleksibilitas dan sikap proaktif, kelengkapan *cabin equipment*, serta dokumentasi dan pelaporan.

## Supply Chain [GRI 2-6]

To support its business operations, Garuda Indonesia collaborates with various suppliers, including providers of fuel, ground handling, catering, consultancy, and other essential services. Throughout 2024, the Company has partnered with 157 local and 56 international suppliers. Further details regarding utilizing local suppliers are provided in the Procurement of Goods and Services section of the Sustainability Report.

The implementation of the supply chain to the provision of aircraft is based on the Fleet Plan Decision contained in the Basic Production Plan (RPP). The aircraft provisioning process is contained in the Aircraft Supply and Management Manual. In terms of performance quality improvement, the Company has updated the procedures to be more in line with the latest developments. The determination of success indicators in the implementation of the aircraft supply program has been stated in the Key Performance Indicator (KPI), namely the comparison between the planned aircraft requirements and the number of aircraft successfully delivered. Monitoring of supply chain performance is done regularly, along with monthly reporting on the achievement of aircraft fulfillment KPIs.

Moreover, Garuda Indonesia has evaluated or assessed the lessors involved in Hajj flight operations through a lessor assessment process. This assessment is conducted to ensure that the services and cooperation of the lessors are in line with the expected standards. The indicators used in the lessor assessment include: punctuality, quality of communication and cooperation of personnel and technical problems, cargo, accommodation, personnel capabilities, flexibility and proactive attitude, exhaustive set of cabin equipment, as well as documentation and reporting.

## Entitas Hilir [GRI 2-6]

Garuda Indonesia senantiasa meningkatkan sinergi bisnis dengan Entitas Anak. Sinergi tersebut adalah sebagai berikut.

## Downstream Entities [GRI 2-6]

Garuda Indonesia continuously strengthens business synergies with its subsidiaries, as detailed below:

ENTITAS ANAK SUBSIDIARY	SINERGI SYNERGY
PT Aero Wisata	Perusahaan yang bergerak di bidang usaha jasa penyediaan barang dan/atau jasa yang bermutu tinggi dan berdaya saling kuat di bidang usaha pariwisata dan jasa pendukung angkutan udara dengan tujuan menjadi penyedia layanan terdepan pada industri <i>hospitality</i> dan wisata nasional. Provides high-quality and mutually reinforcing goods and/or services in tourism and air transportation support industries to become a leading service provider in the national <i>hospitality</i> and tourism sector.
PT Sabre Travel Network Indonesia	Perusahaan yang bergerak di bidang penyedia jasa sistem reservasi perjalanan. Specializes in travel reservation system services.
PT Garuda Maintenance Facility Aero Asia Tbk	Perusahaan yang bergerak di bidang <i>maintenance, repair, overhaul</i> (MRO), pembuatan dan perawatan sarana pendukung, jasa <i>engineering</i> , jasa layanan material, logistik, pergudangan dan konsinyasi serta jasa konsultan, pelatihan dan penyediaan tenaga ahli di bidang perawatan pesawat, komponen dan mesin pesawat udara. Engages in maintenance, repair, and overhaul (MRO) services, including manufacturing and maintenance of supporting facilities, engineering services, logistics, warehousing, and consultancy.
PT Aero Systems Indonesia	Perusahaan yang bergerak di bidang teknologi informasi untuk berbagai industri seperti transportasi, travel dan industri terkait. Operates in information technology, serving industries such as transportation, travel, and other related sectors.
PT Citilink Indonesia	Perusahaan yang bergerak di bidang jasa angkutan udara. Specializes in air transportation services.
Garuda Indonesia Holiday France (GIH)	Perusahaan yang bergerak di bidang Biro Perjalanan Wisata, Penjualan Tiket, dan Jasa Penyewaan Pesawat. Engages in travel agency operations, ticket sales, and aircraft leasing services.

## Hubungan Bisnis Lain yang Relevan [GRI 2-6]

Garuda Indonesia menjalin kerja sama *marketing* berupa kemitraan *Frequent Flyer Program* (FFP) dengan Scandinavian Airlines (SAS). Anggota GarudaMiles dapat memperoleh dan menukarkan miles pada penerbangan SAS. Kemitraan ini meningkatkan aspek kepuasan anggota GarudaMiles dengan semakin bertambahnya opsi penerbangan dan penggunaan *miles*. Di samping itu, Perseroan juga melaksanakan Kerja Sama Operasi sebagai berikut.

## Other Relevant Business Relationships [GRI 2-6]

Garuda Indonesia has established a marketing partnership in the form of a Frequent Flyer Program (FFP) partnership with Scandinavian Airlines (SAS). GarudaMiles members can earn and redeem miles on SAS flights. This partnership enhances the member satisfaction aspect of GarudaMiles with more flight options and miles usage. The Company also carries out the following Operating Cooperation.

Nama Perusahaan Company Name	Kerja Sama Operasi Operating Partnership
Qatar Airways (QR)	<ul style="list-style-type: none"> <li>Mengamankan pendapatan yang konsisten dan dapat diprediksi untuk Garuda Indonesia, mendukung keberlanjutan keuangan jangka panjang.</li> <li>Memperkuat jejak Garuda Indonesia di Timur Tengah, Afrika, dan sekitarnya, sehingga meningkatkan daya saing global.</li> <li>Meningkatkan konektivitas ke pasar Eropa melalui SPA di luar Doha (DOH), meningkatkan statusnya sebagai pusat transit global utama.</li> <li>Menghadirkan konektivitas global yang tak tertandingi dan meningkatkan pengalaman perjalanan bagi penumpang di seluruh dunia.</li> <li>Securing consistent and predictable revenue for Garuda Indonesia, supporting long-term financial sustainability.</li> <li>Strengthening Garuda Indonesia's footprint in the Middle East, Africa and beyond, thereby enhancing global competitiveness.</li> <li>Enhancing connectivity to European markets through SPA beyond Doha (DOH), enhancing its status as a key global transit hub.</li> <li>Delivering unrivaled global connectivity and enhanced travel experience for passengers around the world</li> </ul>
Korean Air (KE)	<ul style="list-style-type: none"> <li>Mengamankan stabilitas pendapatan sepanjang tahun dengan memanfaatkan kerja sama strategis dengan Korean Air untuk menyeimbangkan fluktuasi permintaan musiman.</li> <li>Memperkuat kehadiran Garuda Indonesia di pasar Asia Timur.</li> <li>Memaksimalkan keunggulan strategis aliansi SkyTeam untuk memperkuat kolaborasi dan meningkatkan konektivitas global di seluruh jaringan kedua maskapai.</li> <li>Securing revenue stability throughout the year by leveraging strategic cooperation with Korean Air to balance seasonal demand fluctuations</li> <li>Strengthening Garuda Indonesia's presence in the East Asian market</li> <li>Maximizing the strategic advantages of the SkyTeam alliance to strengthen collaboration and enhance global connectivity across both airlines' networks.</li> </ul>
Citilink (QG)	<ul style="list-style-type: none"> <li>Meningkatkan strategi jaringan yang sinergis di mana Garuda Indonesia dan QG saling memanfaatkan kekuatan rute masing-masing untuk memaksimalkan cakupan keseluruhan.</li> <li>Meningkatkan fleksibilitas jaringan dengan memungkinkan GA menjangkau destinasi yang belum terlayani dan memberikan opsi tambahan bagi penumpang.</li> <li>Memperkuat keberadaan merek dan pengalaman pelanggan di bawah identitas Garuda Indonesia Group yang terpadu.</li> <li>Enhancing a synergistic network strategy where Garuda Indonesia and QG leverage each other's route strengths to maximize overall coverage</li> <li>Increasing network flexibility by enabling GA to reach underserved destinations and provide additional options for passengers</li> <li>Strengthening brand presence and customer experience under a unified Garuda Indonesia Group identity.</li> </ul>
ITA Airways (AZ)	<ul style="list-style-type: none"> <li>Jangkauan pasar yang lebih luas di destinasi favorit di Eropa seperti Roma, Milan, dan Amsterdam.</li> <li>Akses ke rute resiprokal yang dioperasikan oleh Garuda Indonesia, yang menawarkan pilihan destinasi yang lebih luas bagi para penumpang.</li> <li>Peningkatan posisi kompetitif di pasar Eropa dan sekitarnya.</li> <li>Greater market reach in favorite European destinations such as Rome, Milan and Amsterdam</li> <li>Access to reciprocal routes operated by Garuda Indonesia, offering a wider choice of destinations for passengers.</li> <li>Enhanced competitive position in the European market and beyond.</li> </ul>
Air India (AI)	<ul style="list-style-type: none"> <li>Jangkauan jaringan yang diperluas dengan pilihan perjalanan yang mulus antara Asia Tenggara, Asia Tengah, dan India.</li> <li>Peningkatan akses pasar ke pasar-pasar utama India dan konektivitas yang lebih kuat dengan Asia Tengah dan Timur Tengah.</li> <li>Expanded network reach with seamless travel options between Southeast Asia, Central Asia and India.</li> <li>Improved market access to key Indian markets and stronger connectivity with Central Asia and the Middle East.</li> </ul>

Sampai dengan 31 Desember 2024, Garuda Indonesia tidak memiliki hubungan bisnis lainnya termasuk dengan Perusahaan Ventura Bersama.

### Perubahan Perusahaan yang Bersifat Signifikan Pada Organisasi [OJK C.6, GRI 2-6]

Sampai 31 Desember 2024, tidak terdapat perubahan perusahaan yang signifikan.

### Keanggotaan Asosiasi [OJK C.5, GRI 2-28]

Garuda Indonesia telah tergabung dalam keanggotaan asosiasi di lingkup nasional maupun internasional. Keterlibatan Garuda Indonesia di organisasi atau asosiasi bertujuan untuk meningkatkan pertumbuhan ekonomi Indonesia dan mendorong kemajuan industri penerbangan nasional. Hingga akhir tahun 2024, Garuda Indonesia tercatat sebagai anggota maupun kepengurusan dalam organisasi atau asosiasi sebagai berikut.

As of December 31, 2024, Garuda Indonesia has no other business relationships, including partnerships with Joint Venture Companies.

### Changes in The Company That Are Significant to The Organization [OJK C.6, GRI 2-6]

As of December 31, 2024, there are no significant company changes.

### Association Membership [OJK C.5, GRI 2-28]

Garuda Indonesia actively participates in both national and international associations. Garuda Indonesia's involvement in these organizations or associations aims to foster Indonesia's economic growth and promote the advancement of the national aviation industry. As of the end of 2024, Garuda Indonesia is officially listed as a member or holds a position in the following organizations and associations:

Nama Organisasi/Asosiasi Name of Organization/Association	Lingkup Scope	Jabatan di Organisasi/ Asosiasi Position in Organization/ Association
Asosiasi Perusahaan Penerbangan Nasional Indonesia (INACA) Indonesian National Airlines Association (INACA)	Nasional National	Anggota Member
Indonesia Corporate Secretary Association (ICSA) Indonesia Corporate Secretary Association (ICSA)	Nasional National	Anggota Member
Asosiasi Emiten Indonesia (AEI) Indonesian Issuers Association (AEI)	Nasional National	Anggota Member
Kamar Dagang Indonesia (KADIN) Indonesian Chamber of Commerce and Industry (KADIN)	Nasional National	Anggota Member
International Air Transport Association (IATA) International Air Transport Association (IATA)	Internasional International	Anggota Member
Aliansi Maskapai Penerbangan (SKYTEAM) Airline Alliance (SKYTEAM)	Internasional International	Anggota Member
Association of Asia Pacific Airlines (AAPA) Association of Asia Pacific Airlines (AAPA)	Internasional International	Anggota Member
ASEAN Airlines Sustainability Working Group (AASWG) ASEAN Airlines Sustainability Working Group (AASWG)	Internasional International	Anggota Member

## ASEAN Airlines Sustainability Working Group (AASWG)

ASEAN Airlines Sustainability Working Group (AASWG) merupakan forum kolaboratif antar maskapai ASEAN yang dibentuk untuk memperkuat komitmen kawasan terhadap penerbangan berkelanjutan. Inisiatif ini muncul sebagai respon terhadap kebutuhan harmonisasi kebijakan lingkungan, percepatan adopsi *Sustainable Aviation Fuel* (SAF), serta kesiapan industri menghadapi regulasi *global* seperti ICAO-CORSIA dan target *Net-Zero Emission 2050*. AASWG bertujuan mendorong koordinasi teknis, pertukaran praktik terbaik antar maskapai, dan menjadi *platform* strategis dalam penyusunan *roadmap* keberlanjutan sektor aviasi ASEAN.

Program utama dari AASWG meliputi keterlibatan seluruh maskapai secara aktif, diskusi teknis rutin sebelum pertemuan tahunan, serta dukungan implementasi SAF melalui pendekatan fleksibel seperti *book-and-claim* dan *co-processing*. Selain itu, forum ini juga mendorong inisiatif pengurangan emisi GRK, manajemen limbah penerbangan, dan advokasi terhadap kebijakan lingkungan yang adaptif. Keterlibatan aktif dalam AASWG memperkuat posisi strategis maskapai ASEAN dalam forum internasional serta mendukung integrasi kebijakan dekarbonisasi secara efisien, inklusif, dan kolektif.

The ASEAN Airlines Sustainability Working Group (AASWG) is a collaborative forum among ASEAN airlines established to strengthen the region's commitment to sustainable aviation. This initiative emerged in response to the need for harmonization of environmental policies, accelerated adoption of Sustainable Aviation Fuel (SAF), and industry readiness for global regulations such as ICAO-CORSIA and the Net-Zero Emission 2050 target. The AASWG aims to foster technical coordination, exchange of best practices among airlines, and become a strategic platform in the development of a sustainability roadmap for the ASEAN aviation sector.

Key programs of the AASWG include active involvement of all airlines, regular technical discussions prior to the annual meeting, and support for SAF implementation through flexible approaches such as book-and-claim and co-processing. In addition, the forum also promotes GHG emission reduction initiatives, aviation waste management, and advocacy for adaptive environmental policies. Active involvement in the AASWG strengthens ASEAN airlines' strategic position in international forums and supports the integration of decarbonization policies in an efficient, inclusive and collective manner.



# Penjelasan Direksi

Explanation from  
the Board of Directors

# Penjelasan Direksi [OJK D.1]

Board of Directors Explanation [OJK D.1]

## Wamildan Tsani

**Direktur Utama**

President & CEO



### Para Pemangku Kepentingan yang kami hormati,

Puji syukur tak lupa senantiasa kami panjatkan atas Kehadirat Tuhan Yang Maha Esa, karena atas rahmat dan karunia-Nya, kami dapat menghadapi berbagai tantangan di tahun 2024. Garuda Indonesia tetap berkomitmen untuk mengimplementasikan nilai-nilai keberlanjutan pada seluruh proses bisnisnya, baik yang terkait dengan aspek lingkungan, sosial, maupun tata kelola. Garuda Indonesia berkeyakinan bahwa dengan mengimplementasikan nilai-nilai keberlanjutan akan memberikan dampak positif bagi Perseroan dalam jangka panjang.

Pada kesempatan yang baik ini, izinkan kami menyampaikan kebijakan Garuda Indonesia untuk merespon tantangan dalam pemenuhan strategi keberlanjutan, penerapan pembangunan berkelanjutan, dan strategi pencapaian target yang kami implementasikan selama tahun 2024.

### To Our Respected Stakeholders,

We offer our deepest gratitude to the Almighty God, whose grace and blessings have enabled us to navigate the various challenges of 2024. Garuda Indonesia remains steadfast in its commitment to implementing sustainability values throughout its business processes, encompassing environmental, social, and governance aspects. Garuda Indonesia firmly believes that embedding these sustainability values will create long-term positive impacts for the Company.

On this auspicious occasion, allow us to present Garuda Indonesia's policies in response to the challenges in fulfilling our sustainability strategies, implementing sustainable development, and achieving the targets we have set for 2024.



## Kebijakan untuk Merespon Tantangan Dalam Pemenuhan Strategi Keberlanjutan

Sebagai bagian dari Badan Usaha Milik Negara (BUMN), Garuda Indonesia memiliki tanggung jawab yang besar dalam mendukung pertumbuhan ekonomi nasional, meningkatkan kesejahteraan sosial, serta menciptakan lapangan pekerjaan yang luas. Oleh karenanya, Garuda Indonesia telah memiliki nilai-nilai keberlanjutan yang mendasari seluruh aktivitas usahanya. Perseroan telah menganut dan menanamkan nilai-nilai utama sumber daya manusia BUMN yang terdiri dari Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif (AKHLAK). Dengan menerapkan nilai AKHLAK, Perseroan berupaya memperkuat peran BUMN sebagai penggerak utama pertumbuhan ekonomi, pencapaian kesejahteraan sosial, penyedia lapangan pekerjaan, serta pengembang talenta. Nilai AKHLAK tidak hanya menjadi identitas perusahaan, tetapi juga pengikat budaya kerja yang mendorong kinerja yang berkelanjutan dan terus berkembang. Nilai keberlanjutan yang dimiliki senantiasa menjadi pedoman bagi seluruh karyawan dalam menjalankan aktivitas operasionalnya secara berkelanjutan di seluruh level organisasi.

## Policy to Respond to Challenges In Fulfilling The Sustainability Strategy

As a State-Owned Enterprise (BUMN), Garuda Indonesia is responsible for supporting national economic growth, improving social welfare, and creating ample employment opportunities. Therefore, Garuda Indonesia has established sustainability values that underpin all its business activities. The Company has adopted and instilled the core values of BUMN human capital, which comprise Trustworthy (Amanah), Competent (Kompeten), Harmonious (Harmonis), Loyal (Loyal), Adaptive (Adaptif), and Collaborative (Kolaboratif) — known as AKHLAK. By implementing the AKHLAK values, the Company strives to strengthen BUMN's role as a primary driver of economic growth, social welfare achievement, job creation, and talent development. The AKHLAK values are not merely the Company's identity but also the binding force of a work culture that fosters sustainable and continuously evolving performance. Our inherent sustainability values consistently guide all employees in conducting their operational activities sustainably at all organizational levels.

Dengan menerapkan nilai-nilai AKHLAK, Garuda Indonesia mampu bertahan dalam menghadapi berbagai permasalahan yang dihadapi. Pada tahun 2024, Perseroan masih menghadapi permasalahan keuangan yang merupakan dampak dari peristiwa yang terjadi di tahun-tahun sebelumnya yaitu permasalahan terkait tingginya kewajiban Garuda Indonesia yang menyebabkan tingginya beban keuangan. Dengan didasarkan pada semangat AKHLAK, Perseroan mampu meningkatkan pendapatan usahanya di tahun 2024.

Nilai-nilai AKHLAK juga memberikan semangat bagi Perseroan untuk tetap berkomitmen dalam mengimplementasikan dan mengembangkan berbagai aktivitas bisnis yang selaras dengan pembangunan berkelanjutan. Perseroan berkomitmen untuk memberikan kontribusi dalam pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Selama tahun 2024, Perseroan telah menggunakan *Sustainable Aviation Fuel (SAF)* sebagai wujud komitmen Perseroan dalam mengurangi emisi yang dihasilkan yang selaras dengan TPB 3 *Good Health and Wellbeing*, TPB 14 *Life Below Water*, serta TPB 15 *Life on Land*.

Di samping itu, Perseroan juga senantiasa mendukung TPB melalui berbagai aktivitas TJSI selama tahun 2024. Perseroan mendukung TPB 1 *No Poverty* di antaranya melalui GA Peduli Aksi Kasih Natal di Ambon, Manado, Kupang, Sorong, Jayapura, Timika, Biak, Partisipasi Program Bantuan Sembako di Provinsi Sumatera Utara, Partisipasi Upacara Piodalan, serta Dukungan Program Sembako Ramadan BUMN Wilayah Yogyakarta.

Perseroan mendukung TPB 8 *Decent Work and Economic Growth* di antaranya melalui program Partisipasi Keikutsertaan UMK Binaan pada Kegiatan Discovering the Magnificence of Indonesia Expo, Dukungan Promosi Budaya Nias Barat pada Hut GA-75, Pameran Solo Great Sales 2024, serta Partisipasi Penglipuran Village Festival XI 2024. Perseroan mendukung TPB 6 *Clean Water and Sanitation* dan TPB 3 *Good Health and Wellbeing* di antaranya melalui program Partisipasi Bantuan Transportasi Kesehatan Yayasan Jantung Indonesia CSR BO: Partisipasi Kegiatan Donor Darah di Biak, Papua Partisipasi Kegiatan Donor darah stikes pertamedika, serta GA Peduli Kesehatan: Program Khitan Massal 2024.

Dukungan Perseroan terhadap TPB 4 *Quality Education* di antaranya dengan melakukan program bantuan dana pendidikan Yayasan Bangun Kecerdasan Insani, pengembangan SDM Nias Barat: Bantuan Pendidikan Mahasiswi Putri Daerah Kab. Nias Barat, pembangunan Pesantren Tahfiz Ashabul Kahfi, renovasi Pesantren Yayasan Halaqoh Tahfidz Alqur'an, serta bantuan pengadaan kebutuhan sarana prasarana Pesantren Modern Darul Ihsan. Kontribusi pada TPB 12 *Responsible Consumption and Production*, TPB 14 *Life Below Water*, dan TPB 15 *Life on*

By implementing the AKHLAK values, Garuda Indonesia has demonstrated resilience in various challenges. In 2024, the Company continued to address financial issues stemming from prior years, specifically the high liabilities that resulted in a substantial economic burden. Guided by the spirit of AKHLAK, the Company successfully increased its operating revenue in 2024.

The AKHLAK values also inspire the Company to remain committed to implementing and developing various business activities aligned with sustainable development. The Company is committed to contributing to achieving the Sustainable Development Goals (SDGs). Throughout 2024, the Company has utilized Sustainable Aviation Fuel (SAF) as a tangible manifestation of its commitment to reducing emissions, aligning with SDG 3: Good Health and Well-being, SDG 14: Life Below Water, and SDG 15: Life on Land.

Furthermore, throughout 2024, the Company has consistently supported the SDGs through various Social and Environmental Responsibility (TJSI) activities. The Company supported SDG 1: No Poverty, through initiatives such as GA Peduli Aksi Kasih Natal (Christmas Program) in Ambon, Manado, Kupang, Sorong, Jayapura, Timika, and Biak, participated in the Basic Food Assistance Program in North Sumatra Province, participated in the Piodalan Ceremony, and supporting the BUMN Ramadan Basic Food Program in the Yogyakarta Region.

The Company supported SDG 8: Decent Work and Economic Growth, among others, through various programs including the participation of supported MSMEs in the Discovering the Magnificence of Indonesia Expo, promotion of the West Nias Culture at GA-75th Anniversary, the Solo Great Sales 2024 Exhibition, and Participation in the Penglipuran Village Festival XI 2024. The Company supported SDG 6: Clean Water and Sanitation and SDG 3: Good Health and Well-being, through initiatives such as participation in Health Transportation Assistance for the Indonesian Heart Foundation CSR BO, participation in Blood Donation Activities in Biak, Papua, participation in Blood Donation Activities at STIKES Pertamedika, and GA Peduli Kesehatan (Care for Health): the 2024 Mass Circumcision Program.

The Company's support towards SDG 4: Quality Education was supported through programs such as providing educational grants to the Bangun Kecerdasan Insani Foundation, human capital development in West Nias: educational assistance for female students in West Nias Regency, the construction of the Tahfiz Ashabul Kahfi Islamic Boarding School, the renovation of the Halaqoh Tahfidz AL-Qur'an Foundation Islamic Boarding School, and assistance in procuring infrastructure needs for the Modern Darul Ihsan Islamic Boarding School. The Company also

Land, Perseroan telah melakukan berbagai program di antaranya melalui program Kolaborasi Pengelolaan Sampah Terpadu Desa Cikole Lembang, Program *Waste Management* bersama *Plasticpay*, Program Sinergi TJSJ KKN PPM, UGM Kecamatan Manyeuw: Pelepasliaran Penyu untuk Konservasi Habitat Penyu Hijau, Program GA *Sustainability* Penanaman Mangrove bersama BenihBaik, serta *Talkshow Flight Path to Sustainability: Planting The Future*.

Perseroan juga senantiasa memperkuat komitmennya dalam mendukung upaya pengurangan emisi gas rumah kaca. Komitmen tersebut yang salah satunya dilakukan melalui pembelian Sertifikat Penurunan Emisi Gas Rumah Kaca (SPE-GRK) di Bursa Karbon di IDX (Bursa Efek Indonesia) yang sekaligus menjadi pembelian perdana sertifikat pengurangan emisi yang dilaksanakan Garuda Indonesia. Pembelian sertifikat penurunan emisi tersebut merupakan bagian dari rangkaian program *Carbon Neutral Flight* di Garuda Indonesia yang merupakan wujud komitmen jangka panjang Perseroan dalam mendukung langkah dekarbonisasi melalui konversi emisi karbon yang ditimbulkan pada operasional penerbangan. Hal ini berkontribusi pada TPB 13 *Climate Action*.

Selain dukungan terhadap pencapaian TPB, komitmen Perseroan atas penerapan nilai-nilai keberlanjutan juga terlihat dari pencapaian kinerja keberlanjutan. Pada aspek ekonomi, pada tahun 2024, Perseroan telah berhasil meningkatkan *Seat Load Factor* menjadi sebesar 78,90% meningkat dibandingkan tahun 2023 yang sebesar 72,4%. Peningkatan *Cargo Load Factor* menjadi sebesar 37,30% meningkat dibandingkan tahun 2023 yang sebesar 36,5%. Peningkatan *Revenue Passenger Kilometres* menjadi sebesar USD 31,25 miliar meningkat dibandingkan tahun 2023 yang sebesar USD 24,58 miliar. Peningkatan pendapatan usaha menjadi sebesar USD 3.416.526.383 meningkat dibandingkan tahun 2023 yang sebesar 2.936.631.094.

Pada aspek lingkungan, pada tahun 2024, Garuda Indonesia telah memiliki program untuk memonitor *indoor air quality* di perkantoran area Jabodetabek. Perusahaan juga mengontrol noise yang dikeluarkan pesawat dengan perawatan berkala. Garuda Indonesia juga mengimplementasikan *fuel optimization program* 2024, seperti aktivitas *alternate fuel*, *CGK runway optimization (in/out)*, *compliance with flight plan*, *one engine taxi in procedure (airbus only)*, *reduced flap setting*, *route optimization*, dengan total fuel efisiensi 15.387.120 liter. Garuda Indonesia menginisiasi *carbon offsetting passenger* melalui *project carbon neutral* yang berkolaborasi dengan Jejakin. Pelaksanaan program *waste management* bekerjasama dengan Rekosistem untuk mengurangi emisi limbah non organik dari operasional kantor Garuda Indonesia HO. Jumlah penurunan emisi CO2 selama 2024 sebesar 12.926 kgCO2.

supported SDG 12: Responsible Consumption and Production, SDG 14: Life Below Water, and SDG 15: Life on Land through programs, including the Integrated Waste Management Collaboration in Cikole Lembang Village, the Waste Management Program with Plasticpay, the TJSJ Synergy Program with UGM, comprising Community Service and Community Empowerment in Manyeuw Subdistrict: the Release of Turtles for Green Sea Turtle Habitat Conservation, the GA Sustainability Program for Mangrove Planting with BenihBaik, and the Talkshow Flight Path to Sustainability: Planting The Future

The Company also continues to strengthen its commitment to supporting efforts to reduce greenhouse gas emissions. One of these commitments is through the purchase of Greenhouse Gas Emission Reduction Certificates (SPE-GRK) on the IDX (Indonesia Stock Exchange) Carbon Exchange, which is also Garuda Indonesia's first purchase of emission reduction certificates. The purchase of these emission reduction certificates is part of Garuda Indonesia's Carbon Neutral Flight program, which reflects the Company's long-term commitment to supporting decarbonization efforts through the conversion of carbon emissions generated from its flight operations. This contributes to SDG 13 Climate Action.

In addition to supporting the achievement of SDGs, the Company's commitment to implementing sustainability values is also evident in its sustainability performance achievements. In the economic aspect, in 2024, the Company successfully increased its Seat Load Factor to 78.90%, from 72.4% in 2023. The Cargo Load Factor slightly rose to 37.30%, compared to 36.5% in 2023. Revenue Passenger Kilometres escalated to USD31.25 billion from USD24.58 billion in 2023. Operating revenue grew to USD3,416,526,383, compared to USD2,936,631,094 in 2023.

In the environmental aspect, in 2024, Garuda Indonesia had a program to monitor indoor air quality in office areas in Greater Jakarta. The Company also controls aircraft noise through regular maintenance. Garuda Indonesia also implemented the 2024 fuel optimization program, including alternate fuel initiatives, CGK runway optimization (in/out), flight plan compliance, one engine taxi-in procedure (Airbus only), reduced flap setting, and route optimization, achieving a total fuel efficiency of 15,387,120 liters. Furthermore, Garuda Indonesia initiated passenger carbon offsetting through a carbon-neutral project in collaboration with Jejakin. Partnered with Rekosistem, the Company implemented the waste management program to reduce non-organic waste emissions from Garuda Indonesia HO's office operations. The total reduction in CO2 emissions during 2024 reached 12,926 kgCO2.

Di tahun 2024, Garuda Indonesia juga turut berkontribusi pada pelestarian fauna dan flora dengan mengangkut live animal dan tumbuhan melalui operasional cargo dengan jumlah 1.527 live animal dan 935 tumbuhan. Hal ini dilakukan dengan tujuan untuk menghindari *animal wildlife illegal trafficking* dan memastikan *animal well being*. Garuda Indonesia juga memiliki 4 (empat) program yang berkaitan dengan pemberdayaan air yang meliputi bantuan pipanisasi dan sarana pra sarana saluran air di Boyolali, Jawa Tengah, program Kolaborasi TJSI BUMN Pelita Warna Tahun 2024 di Jakarta Timur, DKI Jakarta, bantuan Pembangunan Sarana Air Bersih (SAB) Desa Buniayu Kecamatan Sukamulya, serta program Sinergi TJSI KKN PPM UGM Kecamatan Manyeuw: Revitaliasi Air Bersih dan Instalasi Pemanen Air Hujan, Maluku Tenggara.

Pada aspek sosial, pada tahun 2024, Garuda Indonesia berhasil meningkatkan indeks kepuasan pelanggan menjadi sebesar 84,1 (skala Likert) meningkat dibandingkan tahun 2023 yang sebesar 82,4 (skala Likert). Garuda Indonesia berhasil menurunkan jumlah kecelakaan kerja menjadi 3 (tiga) jenis menurun dibandingkan tahun 2023 yang sebesar 11 jenis kecelakaan kerja. Garuda Indonesia telah meningkatkan rata-rata jam pelatihan setiap karyawan menjadi 19 jam/karyawan, meningkat dibandingkan tahun 2023 yang sebesar 16 jam/karyawan.

Di samping keberhasilan Garuda Indonesia dalam menerapkan pembangunan berkelanjutan, Perseroan masih menghadapi tantangan berupa masih tingginya emisi yang dihasilkan dari penggunaan bahan bakar fosil berupa avtur sebagai penunjang aktivitas operasional pesawat terbang. Namun demikian, Perseroan memiliki upaya mitigasi atas tantangan tersebut dengan menggunakan SAF atau bioavtur yang memiliki dampak yang sangat tinggi dalam mengurangi emisi karbon yang dihasilkan dari industri aviasi.

## Penerapan Keuangan Berkelanjutan

Komitmen Perseroan dalam menerapkan keberlanjutan di seluruh aktivitas operasionalnya tercermin dari ketercapaian target pada aspek ekonomi, lingkungan, sosial, dan tata kelola. Pada aspek ekonomi, di tahun 2024 Perseroan berhasil mencapai target utilitisasi pesawat dengan target 10:14 *block hour* tercapai sebesar 11:22 *block hour*, sehingga pencapaian targetnya sebesar 111,04%. Perseroan berhasil mencapai target implementasi *Roadmap* Perbaikan Penerapan Manajemen Risiko dengan target 100% dengan realisasi 150%, sehingga ketercapaian target sebesar 150%. Perseroan berhasil mencapai target integrasi maskapai BUMN dengan target 100% dan terealisasi sebesar 100%.

Pada aspek lingkungan, di tahun 2024 Perseroan berhasil mencapai target efisiensi fuel dengan target USD16,50 yang terealisasi sebesar USD27,81 juta, sehingga ketercapaian targetnya sebesar 168,5%. Pada aspek sosial, di tahun 2024

In 2024, Garuda Indonesia also contributed to preserving flora and fauna by transporting live animals and plants through cargo operations, totaling 1,527 live animals and 935 plants. This initiative was to prevent illegal wildlife trafficking and ensure animal well-being. Garuda Indonesia also has four (4) programs related to water empowerment, including assistance with piping and water channel infrastructure in Boyolali, Central Java; the 2024 BUMN Pelita Warna TJSI Collaboration Program in East Jakarta, Jakarta Capital Region; assistance with the Construction of Clean Water Facilities in Buniayu Village, Sukamulya Subdistrict; and the TJSI Synergy Program with UGM, comprising Community Service and Community Empowerment in Manyeuw Subdistrict: Clean Water Revitalization and Rainwater Harvesting Installation in Southeast Maluku.

In the social aspect, in 2024, Garuda Indonesia recorded a higher customer satisfaction index of 84.1 (on a Likert scale), a growth from 82.4 (on a Likert scale) in 2023. Meanwhile, Garuda Indonesia successfully reduced the number of occupational accidents to three (3) types, down from eleven (11) types in 2023. Additionally, Garuda Indonesia raised the average training hours per employee to 19 hours/employee, compared to 16 hours/employee in 2023.

Despite Garuda Indonesia's success in implementing sustainable development, the Company still faces the challenge of high emissions generated from fossil fuels, such as avtur, to support aircraft operations. Nevertheless, the Company has undertaken mitigation efforts to address this challenge by utilizing Sustainable Aviation Fuel (SAF) or Bioavtur, significantly reducing aviation industry carbon emissions.

## Implementation of Sustainable Finance

The Company's commitment to implementing sustainability throughout its operational activities is reflected in its achievement of economic, environmental, social, and governance targets. In the financial aspect, in 2024, the Company successfully achieved its aircraft utilization target, reaching 11:22 block hours against a target of 10:14 block hours, resulting in a target achievement of 111.04%. The Company successfully achieved the target for implementing the Risk Management Application Improvement Roadmap, with a target of 100% and a realization of 150%, resulting in a target achievement rate of 150%. The Company also achieved the target for state-owned airline integration, with a target of 100% and a realization of 100%.

In the environmental aspect, in 2024, the Company effectively achieved the fuel efficiency target with a target of USD16.50 million and a realization of USD27.81 million, resulting in a target achievement rate of 168.5%. In the social aspect, in 2024, the

Perseroan berhasil mencapai target rasio *Top Talent Muda* ( $\leq 42$  tahun) dalam *nominated talent* dengan target 46% dan terealisasi sebesar 61%, sehingga ketercapaian targetnya sebesar 139,13%.

Pada aspek tata kelola, di tahun 2024 Perseroan berhasil menjaga kondisi keuangan BUMN dengan mempertahankan rasio-rasio *gearing* dan *debt service* setara dengan rasio-rasio yang ada pada perusahaan dengan *Rating Investment Grade* dengan pencapaian target *Interest Bearing Debt to Invested Capital* sebesar 0,37% dan terealisasi sebesar 0,30%, sehingga ketercapaian targetnya sebesar 118,92%. Perseroan berhasil mencapai target 100% atas implementasi *New Distribution Channel* (NDC) dan *Optimalisasi Own Channel* yang ditargetkan implementasinya sebesar 12,50% dan terealisasi sebesar 12,50%.

Sepanjang tahun 2024, Garuda Indonesia juga berhasil memiliki berbagai penghargaan terkait keberlanjutan sebagai berikut.

1. Winner – 20 Korporasi Terpopuler di Media Cetak dan Online pada acara PR Indonesia Awards yang diselenggarakan oleh PR Indonesia.
2. Gold Rating dalam Asia Sustainability Reporting Rating 2024
3. Platinum Award – Score: 93.55 – Very Excellent Category: State Owned Enterprise’s Public Company pada acara The Best Indonesia Corporate Secretary & Communication Award – IX – 2024 yang diselenggarakan oleh Economic Review.
4. Winner – Kategori Inovasi Kultural & Budaya pada acara Nusantara Award 2024 yang diselenggarakan oleh Media Nawacita Indonesia.
5. Sapphire – Best Enterprise in Regulatory Compliance Transportation (Passenger) Prosper C pada acara Indonesia Regulatory Compliance Awards 2024 yang diselenggarakan oleh Hukumonline.
6. Indonesia Best Workplace for Women 2024 in Providing Women Employee Welfare Facilities & Benefits, Category Transportation/Airlines pada acara Indonesia Best Workplace for Women Awards 2024 yang diselenggarakan oleh Herstory.
7. Winner – Kategori Transportasi Udara pada acara 7 Most Popular Brand of the Year 2024 yang diselenggarakan oleh Jawa Pos.
8. Winner – Category Customer Satisfaction pada acara Technology Adoption Awards for SOE’s Transformation 2024 yang diselenggarakan oleh BUMN Fordigi Summit 2024.
9. Peringkat 12 dari 47 pada acara World’s Most Trustworthy Companies 2024 Category Transport, Logistics, & Packaging yang diselenggarakan oleh Majalah Newsweek.
10. Penilaian “Sangat Baik” atas Kinerja Akuntabilitas Korporasi pada acara Indonesian Corporate Accountability Index yang diselenggarakan oleh BPKP.
11. Peringkat Terbaik Ke-3 Kategori Distributor/Broker pada acara Apresiasi Mitra BUMN Champions yang diselenggarakan oleh BUMN.
12. Penghargaan Perusahaan yang Berhasil Mencapai Tahap Final pada acara Annual Report Award 2023 yang diselenggarakan oleh Komite Nasional Kebijakan Governansi (KNKG).

Company achieved the target for the Young Top Talent ratio ( $\leq 42$  years old) in nominated talent with a target of 46% and a realization of 61%, resulting in a target achievement rate of 139.13%.

In terms of the governance aspect, the Company managed to maintain the financial condition of SOEs by keeping the ratio of gearing and debt service equivalent to the existing ratios in the companies that held Investment Grade Ratings, with the target achievement of Interest-Bearing Debt to Invested Capital of 0.37% which was realized at 0.30%, resulting in an achievement level of 118.92%. The Company also reached the target of 100% for the New Distribution Channel (NDC) implementation and Own Channel Optimization, where the implementation was targeted and realized at 12.50%.

Throughout 2024, Garuda Indonesia has received multiple sustainability awards, such as the following.

1. Winner – 20 Most Popular Corporations in Print and Online Media at the PR Indonesia Awards by PR Indonesia
2. Gold Rating on Asia Sustainability Reporting Rating 2024
3. Platinum Award, with a score of 93.55 – Very Excellent Category: State Owned Enterprise’s Public Company at the Best Indonesia Corporate Secretary & Communication Award IX 2024 by Economic Review
4. Winner – Cultural Innovation Category at the 2024 Nusantara Awards by Media Nawacita Indonesia
5. Sapphire – Best Enterprise in Regulatory Compliance Transportation (Passenger) Prosper C at the 2024 Indonesia Regulatory Compliance Awards by Hukumonline
6. The 2024 Indonesia Best Workplace for Women in Providing Women Employee Welfare Facilities & Benefits for Transportation/Airlines Category at the Indonesia Best Workplace for Women Awards in 2024 by HerStory
7. Winner – Air Transportation Category at the 7 Most Popular Brands of the Year in 2024 by Jawa Pos
8. Winner – Customer Satisfaction Category at the Technology Adoption Awards for SOE’s Transformation of 2024 by SOE’s Fordigi Summit 2024
9. Ranked 12 out of 47 at the World’s Most Trustworthy Companies of 2024 for Transport, Logistics, and Packaging Category by Newsweek
10. "Excellent" Assessment for Corporation Accountability Performance at the Indonesian Corporate Accountability Index by the Finance and Development Supervisory Agency (BPKP)
11. Ranked 3rd for Distributor/Broker Category at the Apresiasi Mitra BUMN Champions by SOE
12. Award for Company that Successfully Reached the Final Stage at the 2023 Annual Report Award by the National Committee for Governance Policy (KNKG)

13. Best Overall Kategori Mid Cap pada acara Indonesia Corporate Governance Conference and Award 2024 yang diselenggarakan oleh Indonesia Institute for Corporate Directorship (IICD)
14. Badan Publik "Informatif" Kategori BUMN Keterbukaan Informasi Publik pada acara Anugerah Keterbukaan Informasi Publik 2024 yang diselenggarakan oleh Komisi Informasi Pusat.
15. Winner – Kategori Airline "Best Team Collaboration" pada acara The Aviation Challenge 2024 yang diselenggarakan oleh Skyteam.

## Strategi Pencapaian Target

Berbagai keberhasilan Garuda Indonesia selama tahun 2024, tidak lepas dari pengelolaan risiko yang tepat. Sepanjang tahun 2024, Garuda Indonesia menghadapi berbagai risiko pada aspek ekonomi, lingkungan, sosial dan tata kelola. Namun, Perseroan telah memiliki upaya mitigasi dalam menghadapi risiko tersebut.

Pada aspek ekonomi, Perseroan menghadapi risiko operasional dan finansial. Upaya Garuda Indonesia dalam memitigasi risiko operasional yaitu dengan meningkatkan proses pemeliharaan pesawat, mengoptimalkan jadwal penerbangan, serta meningkatkan kapabilitas personil darat maupun kru udara guna meminimalisir dampak risiko operasional. terkait dengan risiko finansial, Garuda Indonesia melakukan upaya mitigasi dengan mengimplementasikan *hedging* terhadap fluktuasi mata uang sesuai Peraturan Bank Indonesia Nomor 18/4/PBI/2016 Tahun 2016 tentang Penerapan Prinsip Kehati-Hatian dalam Pengelolaan Utang Luar Negeri Korporasi Nonbank, mengoptimalkan struktur pembiayaan terutama pembiayaan perawatan pesawat dan mesin, serta meningkatkan efisiensi operasional guna memperkuat kondisi keuangan perusahaan.

Pada aspek lingkungan, Garuda Indonesia menghadapi risiko fisik yang berasal dari terjadinya cuaca ekstrem, bencana banjir dan angin kencang. Upaya Perseroan dalam memitigasi risiko tersebut di antaranya dengan melaksanakan program efisiensi bahan bakar, mulai menguji coba penggunaan bahan bakar yang terbarukan seperti SAF atau bioavtur, mengadakan program *carbon offset* melalui penukaran *mileage* pelanggan maupun melalui program tanggung jawab sosial dan lingkungan, serta berencana ikut serta dalam pembelian Sertifikat Pengurangan Emisi Gas Rumah Kaca (SPE-GRK) di Bursa Karbon Indonesia.

Pada aspek sosial, Perseroan menghadapi risiko keselamatan dan keamanan dalam operasional penerbangan. Upaya Garuda Indonesia dalam memitigasi risiko tersebut yaitu di antaranya dengan menerapkan standar keselamatan tinggi dengan memenuhi standar IATA Operational Safety Audit (IOSA) dan meningkatkan kapabilitas teknologi keamanan siber.

Pada aspek tata kelola, Perseroan menghadapi risiko strategis dan risiko kepatuhan. Upaya Perseroan dalam memitigasi risiko strategis yaitu dengan meningkatkan pendapatan dan keterisian

13. Best Overall for Mid Cap Category at the 2024 Indonesia Corporate Governance Conference and Award by the Indonesia Institute for Corporate Directorship (IICD)
14. "Informative" Public Agency for the SOE's Public Information Disclosure Category at the Anugerah Keterbukaan Informasi Publik 2024 (the 2024 Public Information Disclosure Awards) by the Central Information Commission
15. Winner Airline – Best Team Collaboration at the Aviation Challenge in 2024 by SkyTeam

## Strategy for Achieving Targets

Garuda Indonesia's achievements in 2024 were inseparable from proper risk management. Throughout 2024, Garuda Indonesia faced various economic, environmental, social, and governance risks. However, the Company had prepared mitigation efforts to address the risks.

Regarding the economic aspect, the Company had to face financial and operational risks. Garuda Indonesia mitigated operational risks by improving the aircraft maintenance process, optimizing flight schedules, and upgrading the capabilities of ground personnel and aircrew. Concerning financial risks, Garuda Indonesia implemented hedging against currency fluctuations according to the Regulation of Bank Indonesia Number 18/4/PBI/2016 of 2016 concerning the Implementation of the Prudential Principles in Managing the External Debt of Nonbank Corporations, optimized the financing structure, especially for aircraft and engine maintenance, and improved operational efficiency to strengthen the company's financial condition.

Regarding environmental risks, Garuda Indonesia faced physical risks from extreme weather, floods, and strong winds. The Company addressed them by implementing a fuel efficiency program, starting to test the use of renewable energy such as SAF, organizing a carbon offset program through customer mileage redemption or social and environmental responsibility programs, and planning to purchase Greenhouse Gas Emission Reduction Certificates (SPE-GRK) from the Indonesia Carbon Exchange.

In the social aspect, the Company faced safety and security risks related to flight operations. Garuda Indonesia implemented high safety standards to mitigate the risks by complying with the IATA Operational Safety Audit (IOSA) requirements and improving its cybersecurity technology capabilities.

In terms of governance, the company also faced strategic and compliance risks. Garuda Indonesia addressed the risks by increasing revenues and seat load through a strategic

penumpang salah satunya melalui kerjasama strategis pada rute Jakarta – Doha dengan Qatar Airlines. Sedangkan, upaya Perseroan dalam memitigasi risiko kepatuhan yaitu dengan mematuhi semua peraturan yang berlaku dengan memperkuat tata kelola perusahaan, meningkatkan kepatuhan terhadap standar keselamatan penerbangan, serta memperkuat kerja sama dengan regulator guna memastikan operasional berjalan sesuai dengan ketentuan hukum yang berlaku.

Di samping risiko yang dihadapi, Perseroan senantiasa memanfaatkan peluang dan prospek usaha melalui keunggulan yang dimiliki Perseroan. Peluang yang dimiliki meliputi meningkatnya leisure passengers yang bersedia membayar lebih untuk pengalaman yang lebih mewah, komparatif *advantage* semakin berkurang (dengan adanya peningkatan operasional LCC), sinergi dengan BUMN dan instansi pemerintah lainnya dalam kolaborasi aviasi dan pariwisata, pengembangan Kapasitas dan Kualitas Bandar Udara Domestik, Pengembangan Penyimpanan (*Storage*) Cargo/Warehouse, inovasi teknologi, kolaborasi ekosistem *airline*, transformasi digital yang semakin berkembang mendorong peningkatan pendapatan *ancillary*, serta penggunaan *sustainable material*.

Berbagai peluang yang dimiliki, akan senantiasa mendorong prospek positif bagi Garuda Indonesia di masa yang akan datang. Garuda Indonesia optimis dapat menangkap peluang dengan baik melalui berbagai kekuatan internal yang dimiliki antara lain:

1. **Operational Excellence: IOSA Certified, low incident rate**  
Garuda Indonesia telah membuktikan keunggulan operasionalnya melalui sertifikasi IOSA (IATA Operational Safety Audit) yang menunjukkan komitmen terhadap standar keselamatan internasional tertinggi. Tingkat insiden yang sangat rendah merefleksikan implementasi sistem manajemen keselamatan yang ketat dan efektif di seluruh aspek operasional.
2. **Branding domestik kuat**  
Posisi *branding* Garuda Indonesia di pasar domestik telah terbangun kuat selama lebih dari 70 tahun melayani penerbangan di Indonesia. Sebagai *flag carrier*, Garuda Indonesia telah menjadi simbol kebanggaan nasional dan mewakili standar layanan premium dalam industri penerbangan Indonesia. Kekuatan *brand* ini tercermin dari tingginya *brand loyalty* yang ditunjukkan melalui program GarudaMiles yang memiliki jutaan anggota aktif.
3. **Interkoneksi rute penerbangan Domestik dan Internasional**  
Jaringan penerbangan Garuda Indonesia menunjukkan keunggulan melalui integrasi yang *seamless* antara rute domestik dan internasional.
4. **Aspek operasional yang terus meningkat mulai dari produksi (ASK, RPK), flight routes, flight hours, seat offered and passenger yang mendorong pertumbuhan gross revenue**  
Peningkatan *Available Seat Kilometers* (ASK) mencerminkan ekspansi kapasitas yang signifikan, sementara pertumbuhan *Revenue Passenger Kilometers* (RPK) menunjukkan tingkat

collaboration with Qatar Airlines on the Jakarta–Doha route. Meanwhile, to mitigate compliance risks, the Company adhered to all applicable regulations by strengthening corporate governance, enhancing compliance with flight safety standards, and fostering collaboration with regulators to ensure operations complied with the applicable laws.

Despite the risks, the Company continues to seize opportunities and business prospects through its advantages. The opportunities include an increase in leisure, as Passengers were willing to pay more for more luxurious experiences, a diminishing of comparative advantages due to the rise of LCC operations, synergy with SOEs and other government institutions in aviation and tourism collaborations, development in the Capacity and Quality of Domestic Airports, Cargo/Warehouse Storage Development, technology innovation, airline ecosystem collaboration, development in digital transformation which boosted the increase of ancillary revenue, and the use of sustainable materials.

Those opportunities will encourage Garuda Indonesia's good prospects in the future. Garuda Indonesia is optimistic about capturing opportunities supported by the Company's internal strengths, including:

1. **Operational Excellence: IOSA Certified, low incident rate**  
Garuda Indonesia has proven its operational excellence through IOSA (IATA Operational Safety Audit) certification, demonstrating a commitment to the highest international safety standards. The very low incident rate reflects the implementation of a rigorous and effective safety management system across all operational aspects.
2. **Strong domestic branding**  
Garuda Indonesia's branding position in the domestic market has built up a strong presence for over 70 years of serving flights in Indonesia. As a flag carrier, Garuda Indonesia has become a symbol of national pride and represents premium service standards in the Indonesian aviation industry. The brand's strength is reflected in the high brand loyalty demonstrated through the GarudaMiles program, which has millions of active members.
3. **Interconnection of Domestic and International flight routes**  
Garuda Indonesia's flight network demonstrates excellence through seamless integration between domestic and international routes.
4. **Continuously improving operational aspects ranging from production (ASK, RPK), flight routes, flight hours, seats offered, and passengers, driving gross revenue growth**  
The available seat kilometers (ASK) improvement reflects a significant capacity expansion, while revenue passenger kilometers (RPK) growth shows the optimal utilization rate.

utilisasi yang optimal. Penambahan rute-rute baru dan peningkatan frekuensi penerbangan pada rute-rute eksisting telah berkontribusi pada pertumbuhan pendapatan.

5. *Alliance and Partnership*

*Alliance and partnership* strategis Garuda Indonesia mencakup keanggotaan dalam SkyTeam Alliance yang memberikan akses ke jaringan global dengan lebih dari 1.000 destinasi. Melalui berbagai perjanjian *codeshare* dengan lebih dari 20 maskapai internasional, Garuda Indonesia memperluas jangkauan layanannya secara signifikan.

6. SDM yang Profesional dan *Passionate*

Sumber Daya Manusia Garuda Indonesia terdiri dari profesional yang tidak hanya memiliki kompetensi teknis tinggi tetapi juga *passion* yang kuat dalam industri penerbangan. Program pengembangan SDM yang komprehensif mencakup pelatihan teknis, *soft skill*, dan *leadership* untuk memastikan kesiapan menghadapi tantangan industri. Budaya kerja yang berorientasi pada keunggulan dan inovasi telah tertanam kuat dalam DNA organisasi.

7. *Corporate Social Responsibility* yang kuat

Program *Corporate Social Responsibility* Garuda Indonesia diimplementasikan secara sistematis dengan fokus pada empat pilar utama: pendidikan, lingkungan, kesehatan, dan pemberdayaan masyarakat. Melalui program Garuda Indonesia Peduli, perusahaan telah memberikan dampak positif yang signifikan bagi masyarakat di berbagai wilayah Indonesia. Komitmen terhadap kelestarian lingkungan diwujudkan melalui berbagai inisiatif *green aviation* dan program pengurangan emisi karbon. Program pemberdayaan UMKM melalui kemitraan strategis telah membantu pengembangan ekonomi lokal di berbagai daerah.

8. Sinergi dengan Anak Perusahaan

Sinergi dengan anak perusahaan menciptakan ekosistem bisnis yang terintegrasi, mencakup seluruh aspek *value chain* industri penerbangan. Citilink sebagai *low-cost carrier* memungkinkan penetrasi pasar yang lebih luas dengan strategi multi-brand yang efektif. GMF AeroAsia memberikan dukungan pemeliharaan teknis yang handal, menjamin keandalan operasional armada. Aerowisata Group memperkuat proposisi nilai melalui integrasi layanan pariwisata dan hospitality. Sinergi dalam aspek *procurement* dan sistem informasi menghasilkan efisiensi biaya yang signifikan. Koordinasi strategis antar anak perusahaan memungkinkan optimalisasi sumber daya dan peningkatan daya saing grup.

9. World's Best Cabin Crew

Pengakuan sebagai World's Best Cabin Crew merupakan hasil dari standar pelayanan yang konsisten tinggi dan program pengembangan staf yang komprehensif. Keunggulan ini didukung oleh program pelatihan intensif yang mencakup aspek teknis pelayanan, keselamatan, dan pemahaman budaya lintas negara. Crew Garuda Indonesia dikenal karena kemampuannya menggabungkan keramahan khas Indonesia dengan standar pelayanan internasional.

Adding new routes and increased flight frequency on existing routes have contributed to revenue growth.

5. *Alliance and Partnership*

Garuda Indonesia's strategic alliance and partnership includes a membership in the SkyTeam Airline Alliance, which gives access to a global network of over 1,000 destinations. Through various *codeshare* agreements with more than 20 international airlines, Garuda Indonesia significantly expands its service reach.

6. Professional and Passionate Human Capital (HC)

Garuda Indonesia's Human Capital consists of professionals with high technical competence and a strong passion for the aviation industry. A comprehensive HC development program includes technical, soft skills, and leadership training to ensure readiness to face industrial challenges. A work culture oriented towards excellence and innovation has been deeply embedded in the organization's ethos.

7. The Strong Corporate Social Responsibility

Garuda Indonesia systematically implements its Corporate Social Responsibility program, focusing on four main pillars: education, environment, health, and community empowerment. Through the Garuda Indonesia Peduli program, the Company has made a significant positive impact on communities throughout various regions of Indonesia. The green aviation initiatives and carbon emission reduction programs that have been undertaken demonstrate commitment to environmental sustainability. MSME empowerment programs through strategic partnerships have assisted local economic development in various regions.

8. Synergy with Subsidiaries

Synergy with subsidiaries creates an integrated business ecosystem, including all aspects of the aviation industry value chain. Citilink, as a low-cost carrier, enables broader market penetration with an effective multi-brand strategy. GMF AeroAsia provides reliable technical maintenance support, ensuring fleet operational reliability. Aerowisata Group strengthens its value proposition by integrating tourism services and hospitality. Synergy in the procurement aspect and information systems generates significant cost efficiencies. Strategic coordination between subsidiaries enables the optimization of resources and the enhancement of group competitiveness.

9. World's Best Cabin Crew

The recognition as the "World's Best Cabin Crew" results from consistently high service standards and a comprehensive staff development program. This excellence is supported by intensive training programs covering the aspects of technical service, safety, and cross-country cultural understanding. Garuda Indonesia's cabin crew is known for its capability to blend traditional Indonesian hospitality with international service standards.

Berdasarkan analisis yang dilakukan Perseroan terhadap peluang yang ada serta kekuatan internal yang dimiliki oleh Perseroan, Garuda Indonesia optimis memiliki prospek bisnis yang sangat baik dan berpotensi tumbuh dalam jangka panjang.

Selama tahun 2024, Perseroan juga senantiasa melakukan evaluasi dan penilaian atas kemampuan dalam melanjutkan kelangsungan usahanya. Dalam menghadapi hal yang berpotensi menyebabkan keraguan signifikan atas kemampuan Perseroan untuk mempertahankan kelangsungan usahanya, manajemen telah membuat beberapa rencana di antaranya rencana operasional dan rencana keuangan. Rencana operasional menekankan pada peningkatan perhatian Perseroan dalam menganalisis kondisi pasar atas transportasi udara di tahun-tahun mendatang dan kondisi keuangan Perseroan yang ada dalam membuat Rencana Bisnis dalam rangka proses restrukturisasi Perseroan. Sedangkan, rencana keuangan menekankan pada kondisi keuangan Perseroan yang ada dan memperhitungkan dampak dari restrukturisasi operasional Perseroan. Asumsi yang digunakan manajemen Perseroan dalam melakukan penilaian atas kelangsungan usaha yaitu dengan mempertimbangkan kondisi perekonomian global, nasional dan industri penerbangan, analisis *Strength Weakness Opportunity Threats* (SWOT) dalam menentukan posisi Garuda Indonesia pada industri penerbangan, serta hasil dari pelaksanaan rencana operasional dan rencana keuangan.

## Apresiasi

Seluruh tantangan yang berhasil dihadapi oleh Perseroan selama tahun 2024 tidak terlepas dari kerja keras seluruh insan Garuda Indonesia yang didukung oleh kepercayaan dari seluruh pemangku kepentingan. Keberhasilan ini merupakan pencapaian Garuda Indonesia dalam menerapkan keberlanjutan di seluruh aktivitas bisnisnya.

Perseroan berharap bahwa seluruh pemangku kepentingan dapat terus memberikan kepercayaannya kepada Perseroan, agar Garuda Indonesia dapat senantiasa mencapai berbagai keberhasilan dan prestasi di tahun yang akan datang. Atas nama jajaran Manajemen Garuda Indonesia, kami ucapkan terima kasih.

According to the Company's analysis of available opportunities and internal strengths, Garuda Indonesia is optimistic about its powerful business prospects with long-term growth potential.

Throughout 2024, the Company has also continued to evaluate and assess its ability to continue as a going concern. In addressing problems that may cause significant doubt on the Company's ability to continue as a going concern, the management team has developed several plans, including operational and financial. The operational plan focuses on increasing the Company's attention in analyzing the market conditions of air transportation in the coming years and the Company's existing financial status to develop a Business Plan regarding the Company's restructuring process. Meanwhile, the financial plan focuses on the Company's existing financial status and considers the impact of the Company's operational restructuring. The assumptions used by the company management in assessing business continuity consider global and national economic conditions, the state of the aviation industry, the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to determine Garuda Indonesia's position within the aviation industry, and the results of implementing operational and financial plans.

## Appreciation

All challenges faced by the Company in 2024 were made possible by its personnel's hard work, supported by the trust of all stakeholders. This accomplishment reflects Garuda Indonesia's success in integrating sustainability into all its business activities.

The Company hopes that all stakeholders will continue to trust the Company, enabling Garuda Indonesia to succeed in the coming years. On behalf of the management team at Garuda Indonesia, we wish to express our gratitude.

Jakarta, 29 April 2025  
Jakarta, April 29, 2025



Direktur Utama  
President & CEO

# SURAT PERNYATAAN ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN KEBERLANJUTAN 2024

## PT GARUDA INDONESIA (PERSERO) TBK [GRI 2-14]

STATEMENT BY THE MEMBERS OF THE BOARD OF DIRECTORS AND MEMBERS OF THE BOARD OF COMMISSIONERS CONCERNING RESPONSIBILITY FOR THE 2024 SUSTAINABILITY REPORT OF PT GARUDA INDONESIA (PERSERO) TBK [GRI 2-14]

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Garuda Indonesia (Persero) Tbk tahun 2024 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan perusahaan.

We, the undersigned testify that all information disclosed, in the 2024 Annual Report of PT Garuda Indonesia (Persero) Tbk, is presented in its entirety. We are fully responsible for the accuracy of the contents in this Sustainability Report.

Demikian pernyataan ini dibuat dengan sebenarnya.

This Statement is hereby made in all truthfulness.

Jakarta, 29 April 2025  
Jakarta, April 29, 2025

**Direksi**  
Board of Directors



**WAMILDAN TSANI**  
Direktur Utama  
President & CEO



**PRASETIO**  
Direktur Keuangan dan Manajemen Risiko  
Director of Finance and Risk Management



**TUMPAL MANUMPAK HUTAPEA**  
Direktur Operasi  
Director of Operation



**RAHMAT HANAFI**  
Direktur Teknik  
Director of Maintenance



**ADE RUCHYAT SUSARDI**  
Direktur Niaga  
Director of Commercial



**ENNY KRISTIANI**  
Direktur Human Capital & Corporate Service  
Director of Human Capital & Corporate Service

**SURAT PERNYATAAN ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN KEBERLANJUTAN 2024 PT GARUDA INDONESIA (PERSERO) TBK [GRI 2-14]**  
**STATEMENT BY THE MEMBERS OF THE BOARD OF DIRECTORS AND MEMBERS OF THE BOARD OF COMMISSIONERS CONCERNING RESPONSIBILITY FOR THE 2024 SUSTAINABILITY REPORT OF PT GARUDA INDONESIA (PERSERO) TBK [GRI 2-14]**

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Garuda Indonesia (Persero) Tbk tahun 2024 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan perusahaan.

We, the undersigned testify that all information disclosed, in the 2024 Annual Report of PT Garuda Indonesia (Persero) Tbk, is presented in its entirety. We are fully responsible for the accuracy of the contents in this Sustainability Report.

Demikian pernyataan ini dibuat dengan sebenarnya.

This Statement is hereby made in all truthfulness.

Jakarta, 29 April 2025  
 Jakarta, April 29, 2025

**DEWAN KOMISARIS**  
 Board of Commissioners



**FADJAR PRASETYO**  
**Komisaris Utama merangkap Komisaris Independen**  
 President Commissioner, concurrently Independent Commissioner



**TIMUR SUKIRNO**  
**Komisaris Independen**  
 Independent Commissioner



**CHAIRAL TANJUNG**  
**Komisaris**  
 Commissioner



**GLENNY KAIRUPAN**  
**Komisaris**  
 Commissioner



Garuda Indonesia  
*The Airline of Indonesia*



# Tata Kelola Keberlanjutan

Sustainability

Governance

# Tata Kelola

## Governance

### Struktur dan Komposisi Tata Kelola [GRI 2-9, GRI 2-11]

Sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, struktur tata kelola Garuda Indonesia terdiri dari organ utama, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Organ Perseroan tersebut memainkan peran kunci dalam keberhasilan pelaksanaan *Good Corporate Governance* (GCG). Di Garuda Indonesia, Direksi sekaligus merupakan eksekutif senior yang dipilih langsung oleh pemegang saham dan memikul tanggung jawab terhadap jalannya perusahaan secara keseluruhan. Dalam pelaksanaannya, masing-masing organ Perseroan tersebut menjalankan tugas, fungsi dan tanggung jawabnya secara independen untuk kepentingan Perseroan sesuai dengan ketentuan perundang-undangan, Anggaran Dasar Perseroan, dan ketentuan lain yang berlaku.

Dalam menjalankan tugas dan tanggung jawab Dewan Komisaris dan Direksi, Perseroan telah membentuk organ-organ pendukung GCG di bawah Dewan Komisaris terdiri dari Komite Audit, Komite Pengembangan Usaha dan Pemantauan Risiko, Komite Nominasi dan Remunerasi, Komite Tata Kelola Terintegrasi, dan Sekretaris Dewan Komisaris. Sedangkan, organ pendukung GCG di bawah Direksi terdiri dari Sekretaris Perusahaan, Satuan Pengawas Internal (SPI), Manajemen Risiko, Kepatuhan, dan unit kerja lainnya. Di antara organ pendukung Dewan Komisaris dan Direksi tersebut yang bertanggung jawab untuk memberikan masukan mengenai topik-topik ekonomi, lingkungan, dan sosial yang dihadapi Perseroan adalah Sekretaris Perusahaan. Komisaris Utama dan Direktur Utama merupakan ketua badan tata kelola tertinggi dan bukan merupakan pejabat eksekutif senior.

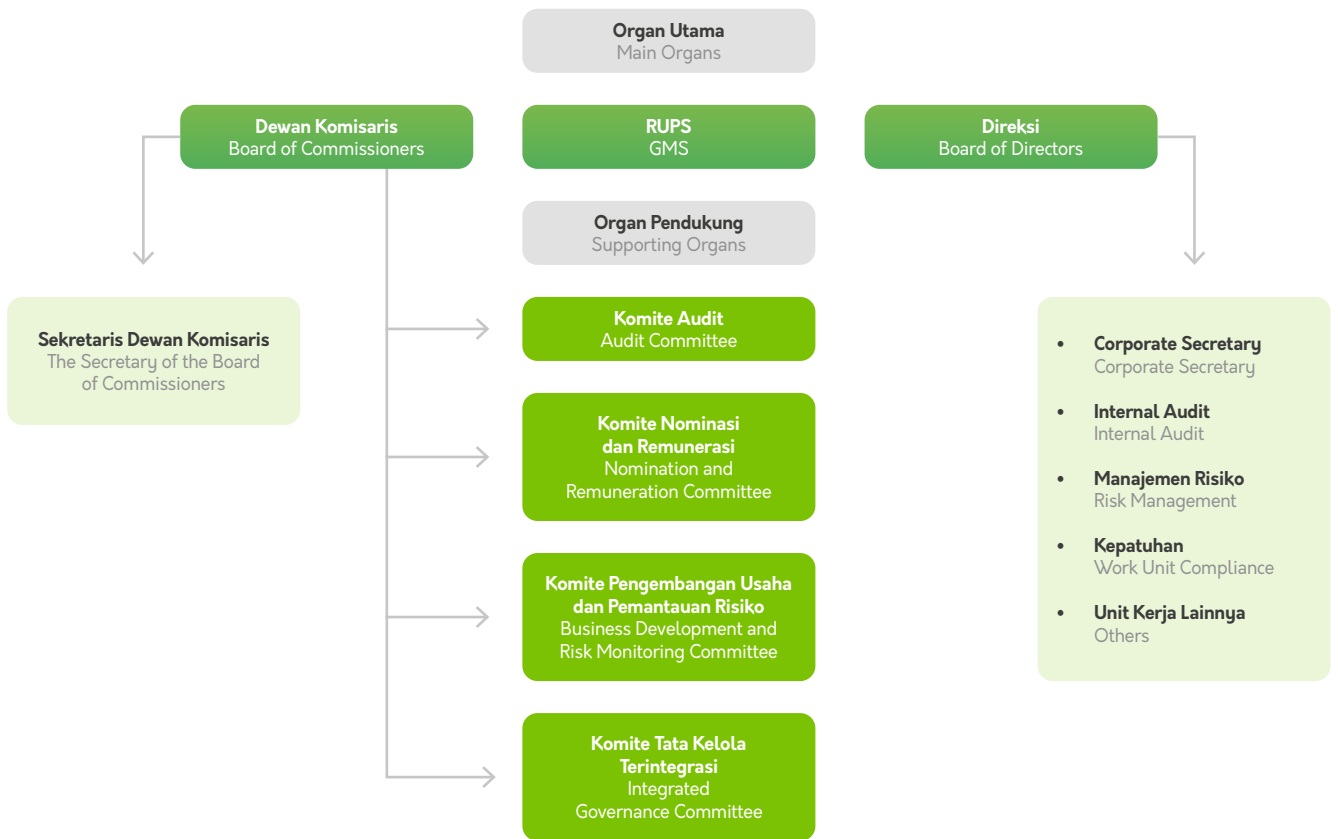
Dalam pelaksanaannya, masing-masing organ Perseroan tersebut menjalankan tugas, fungsi dan tanggung jawabnya secara independen untuk kepentingan Perseroan sesuai dengan ketentuan perundang-undangan, Anggaran Dasar Perseroan, dan ketentuan lain yang berlaku.

### Governance Structure and Composition [GRI 2-9, GRI 2-11]

In accordance with Law No. 40 of 2007 on Limited Liability Companies, Garuda Indonesia's governance structure consists of three main governing bodies: the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. These entities play a crucial role in ensuring the successful implementation of Good Corporate Governance (GCG). At Garuda Indonesia, the Board of Directors, elected directly by shareholders, assumes full responsibility for the overall management and operations of the Company. Each governing body performs its respective duties, functions, and responsibilities independently, prioritizing the Company's best interests while adhering to prevailing laws, the Company's Articles of Association, and other applicable regulations.

To support the duties and responsibilities of the Board of Commissioners and the Board of Directors, the Company has established GCG supporting bodies. Under the Board of Commissioners, these include the Audit Committee, the Business Development and Risk Monitoring Committee, the Nomination and Remuneration Committee, the Integrated Governance Committee, and the Secretary of the Board of Commissioners. Meanwhile, under the Board of Directors, the supporting bodies comprise the Corporate Secretary, Internal Audit Unit (SPI), Risk Management, and other relevant work units. Among these governance support functions, the Corporate Secretary is pivotal in providing insights into the Company's economic, environmental, and social issues. The President Commissioner and President Director are the chairpersons of the highest governance body and are not senior executive officers.

Each governing body performs its respective duties, functions, and responsibilities independently, prioritizing the Company's best interests while adhering to prevailing laws, the Company's Articles of Association, and other applicable regulations.



Profil Dewan Komisaris dan Direksi termasuk Komisaris Independen, jenis kelamin, masa jabatan dan kompetensi yang dimiliki disajikan di dalam Laporan Tahunan bagian Profil Perusahaan. Di samping itu, profil komite di bawah Dewan Komisaris dan Direksi beserta tugas dan tanggung jawab Dewan Komisaris dan Direksi juga telah disampaikan pada Laporan Tahunan Garuda Indonesia bagian Tata Kelola Perusahaan.

The profile of the Board of Commissioners and Board of Directors, including Independent Commissioners, gender, terms of office, and competencies, are presented in the Company Profile section of the Annual Report. Additionally, the profiles of committees under the Board of Commissioners and Board of Directors, as well as their duties and responsibilities, have been included in the Corporate Governance Section of the Garuda Indonesia Annual Report.

### Conflict of Interest [GRI 2-15, 2-11]

Sesuai ketentuan dalam Peraturan Otoritas Jasa Keuangan Nomor 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan, benturan kepentingan adalah perbedaan antara kepentingan ekonomis Perusahaan Terbuka dengan kepentingan ekonomis pribadi Anggota Direksi, Anggota Dewan Komisaris, Pemegang Saham Utama, atau Pengendali yang dapat merugikan perusahaan terbuka dimaksud. Garuda Indonesia senantiasa berkomitmen untuk menghindari segala bentuk benturan kepentingan yang mungkin terjadi. Dalam mengelola benturan kepentingan pada Dewan Komisaris dan Direksi, Garuda Indonesia telah memiliki Board Manual yang di dalamnya telah mengatur tentang Anggota Dewan Komisaris dan Direksi dilarang melakukan tindakan yang mempunyai benturan kepentingan dan mengambil keuntungan pribadi dari pengambilan keputusan dan/

### Conflict of Interest [GRI 2-15, 2-11]

According to the provisions of the Financial Services Authority Regulation Number 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions, a conflict of interest refers to a divergence between the economic interests of a public company and the personal economic interests of members of the Board of Directors, Board of Commissioners, Majority Shareholders, or Controllers, which could potentially harm the company. Garuda Indonesia is committed to preventing any form of conflict of interest that may arise. In managing the Board of Commissioners and Board of Directors' conflict of interest, Garuda Indonesia has prepared a Board manual that prohibits the members of the Board of Commissioners and Board of Directors from taking actions that have elements of conflict of interest and taking personal benefits from decision-making and/

atau pelaksanaan kegiatan Perseroan yang bersangkutan, selain penghasilan yang sah. Apabila seluruh anggota Direksi mempunyai benturan kepentingan dengan Perseroan, maka Dewan Komisaris dapat mewakili Perseroan. Sebaliknya, apabila seluruh anggota Direksi mempunyai benturan kepentingan dengan Perseroan, maka Dewan Komisaris dapat mewakili Perseroan. Dalam hal setiap anggota Direksi dan Dewan Komisaris terlibat dalam proses hukum tersebut dan/atau memiliki benturan kepentingan dengan Perseroan, maka Rapat Umum Pemegang Saham akan menunjuk pihak lain untuk mewakili Perseroan.

Setiap anggota Dewan Komisaris dan Direksi yang secara pribadi dengan cara apapun, baik secara langsung maupun secara tidak langsung, mempunyai kepentingan dalam suatu transaksi, kontrak atau kontrak yang diusulkan dalam mana Perseroan menjadi salah satu pihaknya, harus dinyatakan sifat kepentingannya dalam suatu Rapat Dewan Komisaris dan tidak berhak untuk ikut dalam pengambilan suara mengenai hal yang berhubungan dengan transaksi atau kontrak tersebut. Selain itu, Dewan Komisaris dan Direksi juga wajib memperhatikan ketentuan tentang pedoman penanganan benturan kepentingan yang berlaku di Perseroan.

Selain itu, sebagai upaya pencegahan benturan kepentingan, Perseroan telah menetapkan kebijakan pencegahan dan pengendalian *anti-fraud*, termasuk komitmen untuk tetap bebas dari keterlibatan politik dan kegiatan lobi kebijakan. Seluruh ketentuan tersebut diatur dalam Pedoman Penanganan Benturan Kepentingan Garuda Indonesia sebagaimana tertuang dalam JKTDZ/SKEP/50150/2024. Seluruh pegawai Perseroan diwajibkan untuk menandatangani surat pernyataan sebagai komitmen untuk mematuhi kebijakan tersebut.

Selama tahun 2024, tidak terdapat hubungan afiliasi (mencakup hubungan keuangan, keluarga dan kepengurusan) anggota Dewan Komisaris dan Direksi dengan anggota Dewan Komisaris dan Direksi lainnya serta dengan pemegang saham utama dan pengendali. Kepemilikan saham mayoritas Garuda Indonesia dimiliki oleh Pemerintah Republik Indonesia yang dalam hal ini diwakili oleh Kementerian Badan Usaha Milik Negara sebesar 64,54%. Dengan demikian, Pemegang Saham Pengendali Garuda Indonesia adalah Pemerintah Republik Indonesia. Dalam hal kepemilikan saham Dewan Komisaris dan Direksi, Anggota Direksi dan Dewan Komisaris Perseroan, secara berkala setiap tahunnya menyampaikan informasi mengenai kepemilikan saham atas saham Perseroan yang didokumentasikan dalam bentuk Daftar Khusus yang dikelola oleh Unit Corporate Secretary. Sampai dengan akhir tahun 2024, seluruh anggota Dewan Komisaris dan Direksi tidak memiliki saham perusahaan lain termasuk pemasok. Informasi terkait hubungan afiliasi Dewan Komisaris dan Direksi telah disampaikan secara rinci pada Laporan Tahunan bagian Profil Perusahaan. Sedangkan, informasi kepemilikan saham Dewan Komisaris dan Direksi telah disampaikan secara rinci pada Laporan Tahunan bagian Tata Kelola Perusahaan.

or the implementation of the Company's related activities, other than legal income. If all members of the Board of Directors have a conflict of interest with the Company, the Board of Commissioners can represent the Company. On the contrary, if all members of the Board of Directors have a conflict of interest with the Company, the Board of Commissioners can represent the Company. If any member of the Board of Commissioners and Board of Directors is involved in the legal proceedings and/or has a conflict of interest with the Company, the General Meeting of Shareholders will appoint another party to represent the Company.

Each member of the Board of Commissioners and Board of Directors who personally in any way, directly or indirectly, has an interest in a proposed transaction or contract in which the Company serves as one of the parties, shall declare the nature of their interest in the Board of Commissioners Meeting and shall not reserve the right to participate in voting on matters concerning the transaction or contract. In addition, the Board of Commissioners and Board of Directors must consider the Company's applicable provisions on the guidelines for handling conflicts of interest.

In addition, as an effort to prevent conflicts of interest, the Company has established an anti-fraud prevention and control policy, including a commitment to remain free from political involvement and policy lobbying activities. All of these provisions are regulated in Garuda Indonesia's Conflict of Interest Handling Guidelines as set out in JKTDZ/SKEP/50150/2024. All employees of the Company are required to sign a statement letter as a commitment to comply with these policies.

In 2024, there were no affiliations, whether financial, family, or management relationships, of members of the Board of Commissioners and Board of Directors with other members of the Board of Commissioners and Board of Directors, as well as with majority and controlling shareholders. The majority of shares of Garuda Indonesia are owned by the Government of the Republic of Indonesia, which in this case is represented by the Ministry of State-Owned Enterprises at 64.54%. Accordingly, the Government of the Republic of Indonesia serves as the Controlling Shareholder of Garuda Indonesia. Regarding the Board of Commissioners and Board of Directors' share ownership, members of the Company's Board of Directors and Board of Commissioners annually deliver information on the shares ownership of the Company's shares documented in the form of a Special List managed by the Corporate Secretary Unit. Until the end of 2024, all members of the Board of Commissioners and Board of Directors do not own shares in other companies, including suppliers. Information related to the affiliations between the Board of Commissioners and the Board of Directors has been presented in detail in the Company Profile section of the Annual Report. Meanwhile, information related to the Board of Commissioners and Board of Directors' share ownership has also been presented in detail in the Corporate Governance section of the Annual Report.

Selain itu, terkait dengan transaksi benturan kepentingan, sampai dengan akhir tahun 2024, tidak terdapat transaksi yang mengandung benturan kepentingan. Informasi transaksi benturan kepentingan disajikan pada Laporan Tahunan bagian Analisis dan Pembahasan Manajemen.

## Nominasi dan Seleksi Dewan Komisaris dan Direksi [GRI 2-10]

Proses nominasi dan seleksi Dewan Komisaris mengacu pada Peraturan Menteri BUMN No. PER-02/MBU/02/2015 berikut dengan perubahannya serta PP No. 45 tahun 2005 serta Peraturan OJK No. 33/POJK.04.2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik di mana kandidat anggota Dewan Komisaris harus memenuhi sejumlah kriteria persyaratan formal, materil, dan persyaratan lainnya. Calon anggota Dewan Komisaris diangkat jika calon anggota telah memenuhi persyaratan formal, persyaratan materil, dan persyaratan lain dengan prosedur berikut ini:

1. Anggota Dewan Komisaris diangkat oleh RUPS;
2. Bagi BUMN tertentu yang berdasarkan peraturan perundang-undangan pengangkatan anggota Dewan Komisaris memerlukan penilaian oleh regulator;
3. Anggota Dewan Komisaris wajib mengikuti uji kelayakan dan kepatutan yang dilakukan oleh lembaga profesional yang ditunjuk oleh Menteri untuk melakukan uji kelayakan dan kepatutan terhadap calon Direksi;
4. Anggota Dewan Komisaris mulai menjabat secara efektif terhitung sejak tanggal penyerahan keputusan atau tanggal yang ditetapkan dalam keputusan Menteri/RUPS/seluruh pemegang saham secara sirkuler;
5. Pengangkatan kembali anggota Dewan Komisaris dilakukan berdasarkan penilaian Deputi Teknis dan Sekretaris atas kemampuan yang bersangkutan melaksanakan tugasnya dengan baik selama masa jabatannya. Penyajian hasil penilaian dilakukan dalam bentuk narasi kualitatif.
6. Anggota Dewan Komisaris yang jabatannya berakhir dapat diangkat kembali, dengan memperhatikan ketentuan yang berlaku termasuk penilaian atas kemampuan yang bersangkutan melaksanakan tugasnya dengan baik selama masa jabatannya.

Sedangkan, nominasi dan seleksi Direksi mengacu pada Peraturan Menteri BUMN RI Nomor: PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN. Calon anggota Direksi untuk dapat diangkat sebagai Direksi Perseroan, maka calon anggota Direksi harus memenuhi persyaratan materil dan persyaratan formal. Pemilihan anggota Dewan Komisaris dan Direksi juga mempertimbangkan aspek keberagaman, independensi, serta kompetensi sesuai dengan yang dibutuhkan. Informasi terkait nominasi Dewan Komisaris dan Direksi disampaikan dalam Laporan Tahunan bagian Tata Kelola Perusahaan.

Additionally, there were no transactions related to conflicts of interest until the end of 2024. Information related to conflicts of interest is presented in the Management Analysis and Discussion section of the Annual Report.

## Nomination and Selection of The Board of Commissioners and The Board of Directors [GRI 2-10]

The nomination and selection process for the Board of Commissioners adheres to the Regulation of the Minister of SOEs Number PER-02/MBU/02/2015, along with its amendments, as well as Government Regulation Number 45 of 2005 and the Financial Services Authority Regulation Number 33/POJK.04.2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. Candidates for the Board of Commissioners must meet several formal, material, and other stipulated requirements. Prospective members of the Board of Commissioners are appointed if they meet the formal requirements, material requirements, and other requirements under the following procedures:

1. The GMS appoints members of the Board of Commissioners;
2. For certain SOEs, based on the laws and regulations, the appointment of members of the Board of Commissioners requires assessment by the regulator;
3. Members of the Board of Commissioners must undergo the fit and proper test conducted by a professional institution appointed by the Minister to conduct fit and proper tests on candidates for the Directors;
4. Members of the Board of Commissioners start the position effectively from the date of such resolution or the date set in the circular resolution of the Minister/GMS/all shareholders;
5. The reappointment of members of the Board of Commissioners is based on the assessment performed by the Technical Deputy and the Secretary, evaluating the concerned members' ability to fulfill their duties during their term of office. The assessment results are presented in the form of a qualitative narrative;
6. Members of the Board of Commissioners whose term of office expires may be reappointed, with due observance of the applicable provisions, including assessment of the concerned members' ability to fulfill their duties during their term of office.

Meanwhile, the nomination and selection process for the Board of Directors adheres to the Regulation of the Minister of SOEs of the Republic of Indonesia Number PER-3/MBU/03/2023 concerning Organs and Human Capital of SOEs. Prospective members of the Board of Directors are appointed if they meet the formal and material requirements. The selection of members of the Board of Commissioners and Board of Directors also considers aspects of diversity, independence, and competence as required. Information related to the Board of Commissioners and Board of Directors' nominations is presented in the Corporate Governance section of the Annual Report.

## Penilaian Kinerja Dewan Komisaris dan Direksi [GRI 2-18]

Penilaian kinerja Direksi secara kolegal maupun individu dilakukan melalui *Key Performance Indicator* yang evaluasi oleh Dewan Komisaris dan disampaikan kepada Pemegang Saham dalam RUPS. Setiap tahun, Direksi wajib menyusun Kontrak Manajemen Tahunan yang memuat *Key Performance Indicator* (KPI) Direksi yang merupakan penjabaran dari RKAP. Kontrak Manajemen memuat KPI Direksi secara kolegal dan Individu yang disetujui oleh Dewan Komisaris setelah terlebih dahulu berkonsultasi dengan Pemegang Saham Seri A Dwiwarna. Penilaian kinerja Direksi telah mempertimbangkan aspek ESG yang ditunjukkan dalam pencapaian target kinerja yang terkait dengan topik ESG seluruhnya telah termasuk ke dalam indikator kinerja (KPI) Direksi. Perseroan telah memiliki kriteria dalam menghubungkan KPI manajemen ke topik ESG yang tertuang di kontrak manajemen. Perseroan juga memiliki fungsi *monitoring* terhadap kinerja dari Direksi, baik kolegal ataupun perseorangan, serta *group head* secara bulanan serta juga melakukan pemantauan terhadap program strategis. Penilaian kinerja Direksi dilakukan Dewan Komisaris dan dievaluasi oleh Pemegang Saham dalam RUPS setiap tahun.

Sedangkan, penilaian kinerja Dewan Komisaris dilakukan sekali dalam 1 (satu) tahun, dengan menggunakan metode *self assessment*. Pengukuran keberhasilan kinerja Dewan Komisaris merupakan hasil kerja kolegal dari seluruh Dewan Komisaris yang tercermin dalam satu kesatuan pada realisasi Rencana Bisnis Perseroan. Pengukuran keberhasilan kinerja Dewan Komisaris merupakan hasil kerja kolegal dari seluruh Dewan Komisaris yang tercermin dalam satu kesatuan pada realisasi Rencana Bisnis Perseroan. Penilaian kinerja Dewan Komisaris juga mencakup pengawasan kinerja Direksi dalam pencapaian target ESG.

Hasil penilaian kinerja Direksi dan Dewan Komisaris merupakan aspek yang tak terpisahkan dari skema remunerasi serta menjadi dasar pertimbangan untuk penunjukkan kembali. Informasi lengkap terkait penilaian kinerja Direksi dan Dewan Komisaris telah disampaikan pada Laporan Tahunan bagian Tata Kelola Perusahaan.

## Assessment of The Performance of The Board of Commissioners and The Board of Directors [GRI 2-18]

Performance assessment is carried out collectively and individually through Key Performance Indicators, which are then evaluated by the Board of Commissioners and submitted to Shareholders at the GMS. Each year, the Board of Directors is required to prepare an Annual Management Contract outlining the Director's Key Performance Indicators (KPIs) derived from RKAP. The Management Contract includes collective and individual KPIs for the Directors and must be approved by the Board of Commissioners following prior consultation with the Series A Dwiwarna Shareholders. The Board of Directors' performance assessment has considered the ESG aspect as demonstrated by the achievement of performance targets related to ESG, all of which are included in the Board of Directors' performance indicators. The Company has established criteria for linking management KPI to the ESG topic as outlined in the management contract. The Company also monitors the performance of the Board of Directors and group heads collegially and individually on a monthly basis, as well as oversees strategic programs. The Board of Directors' performance assessment is conducted by the Board of Commissioners and evaluated by the Shareholders at the GMS annually.

Meanwhile, the Board of Commissioners' performance assessment is carried out once a year using the self-assessment method. The measurement of the Board of Commissioners' performance success is the collegial work product of the entire Board, reflected as a unified whole in the implementation of the Company's Business Plan. The measurement of the Board of Commissioners' performance success is the collegial work product of the entire Board, reflected as a unified whole in the implementation of the Company's Business Plan. The performance evaluation of the Board of Commissioners also includes oversight of the Board of Directors' performance in achieving ESG targets.

The results of the performance evaluations of the Board of Directors and the Board of Commissioners are an integral aspect of the remuneration scheme and serve as the basis for consideration for reappointment. Detailed information on the performance evaluations of the Board of Directors and the Board of Commissioners has been provided in the Corporate Governance section of the Annual Report.

## Kebijakan Remunerasi Dewan Komisaris dan Direksi

[GRI 2-19, GRI 2-20, GRI 2-21]

Dalam menerapkan remunerasi bagi Dewan Komisaris dan Direksi Perseroan mengacu pada ketentuan ketetapan sebagaimana termuat dalam Peraturan Menteri Badan Usaha Milik Negara No. Per- 04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara berikut perubahannya yang terahir dilakukan perubahan pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-13/MBU/09/2021 Tentang Perubahan Keenam Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 Tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, Dan Dewan Pengawas Badan Usaha Milik Negara, serta ketentuan sesuai Surat Menteri Badan Usaha Milik Negara Republik Indonesia Nomor SR-52/MBU/Wk.K/02/2024 tanggal 07 Februari 2024 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Garuda Indonesia (Persero) Tbk Tahun 2023. Struktur komponen remunerasi Dewan Komisaris dan Direksi terdiri atas:

Dewan Komisaris Board of Commissioners	Direksi Board of Directors
1. Honorarium	1. Salary
2. Tunjangan yang terdiri atas : i. Tunjangan Hari Raya (THR). ii. Tunjangan Transportasi. iii. Asuransi Purna Jabatan.	2. Tunjangan yang terdiri atas i. Tunjangan Hari Raya (THR). ii. Asuransi Purna Jabatan. iii. Tunjangan Perumahan.
2. Benefits, including: i. Religious Holiday Allowance (THR). ii. Transportation Allowance. iii. Post-Service Insurance.	2. Benefits, including: i. Religious Holiday Allowance (THR). ii. Post-Service Insurance. iii. Housing Allowance.
3. Fasilitas yang terdiri atas i. Fasilitas Kesehatan; ii. Fasilitas Bantuan Hukum. iii. Tantiem/Insentif Kinerja/Insentif Khusus.	3. Fasilitas yang terdiri atas; i. Fasilitas Kendaraan. ii. Fasilitas Kesehatan. iii. Fasilitas Bantuan Hukum.
3. Facilities, including: i. Health Facilities. ii. Legal Aid Facilities. iii. Performance Bonus/Incentive/Special Incentive.	3. Facilities, including: i. Vehicle Facilities. ii. Health Facilities. iii. Legal Aid Facilities.
	4. Tantiem/Insentif Kinerja/Insentif Khusus 4. Performance Bonus/Incentive/Special Incentive

Penetapan remunerasi Dewan Komisaris dan Direksi juga telah mempertimbangkan kinerja terkait aspek ESG yang terlihat dari KPI Direksi.

Kebijakan dan prosedur penetapan remunerasi bagi Dewan Komisaris dan Direksi terdiri dari beberapa tahapan yang mencakup proses penyusunan, analisa, pengajuan, dan penetapan. Penyusunan kebijakan dan usulan remunerasi dilaksanakan oleh Komite Remunerasi Perseroan dengan bantuan kajian remunerasi dari konsultan independen. Rekomendasi remunerasi tersebut kemudian diteruskan pada Dewan Komisaris untuk dibahas dan dianalisis. Pada tahapan terakhir, rekomendasi

## Remuneration Policy of The Board of Commissioners and Board of Directors [GRI 2-19, GRI 2-20, GRI 2-21]

The determination of remuneration for the Board of Commissioners and Board of Directors is governed by Regulation of the Minister of State-Owned Enterprises No. PER-04/MBU/2014, as amended, with the latest revision being Regulation No. PER-13/MBU/09/2021. It is further guided by the Letter of the Minister of State-Owned Enterprises of the Republic of Indonesia No. SR-52/MBU/Wk.K/02/2024, dated February 7, 2024, concerning the determination of compensation for PT Garuda Indonesia's Board of Directors and Board of Commissioners for 2023. The remuneration structure consists of the following components:

The determination of remuneration for the Board of Commissioners and Board of Directors has also considered performance related to ESG aspects, as reflected in the Directors' KPIs.

The policy and procedure for setting remuneration include several stages: preparation, analysis, submission, and determination. The Company's Remuneration Committee, with support from an independent consultant, formulates remuneration policies and proposals. The Board of Commissioners then reviews these recommendations before being presented for discussion and analysis. In the final stage, remuneration recommendations are submitted to the Annual GMS, which has the authority to make

remunerasi diajukan dalam RUPS Tahunan yang berwenang mengambil keputusan akhir penetapan remunerasi Direksi. Hasil pemungutan suara pemangku kepentingan dalam penetapan remunerasi Dewan Komisaris dan Direksi telah disampaikan pada Laporan Tahunan bagian Tata Kelola Perusahaan

Perseroan juga melaporkan rasio total kompensasi Tahunan Direktur Utama terhadap median kompensasi tahunan karyawan serta rasio kenaikan kompensasinya. Rasio yang dilaporkan adalah sebagai berikut.

Keterangan Description	2024	2023	2022
Rasio Perbandingan Kompensasi Tahunan Direktur Utama Terhadap Median Kompensasi Tahunan Karyawan The ratio of Annual Compensation of the President Director to Median Annual Compensation of Employees	1 : 13,08	1 : 13,87	1 : 26,89
Perbandingan Kenaikan Kompensasi Tahunan Direktur Utama Terhadap Kenaikan Persentase Median Jumlah Kompensasi Tahunan Karyawan Comparison of Annual Compensation Increase of the President Director to Percentage Increase of Median Annual Compensation of Employees	4% : 34%	7% : 85%	7% : 10%

the final decision regarding the Board of Directors' remuneration. The result of the stakeholder vote regarding remuneration determination is documented in the Corporate Governance section of the Annual Report.

The company also reports the ratio of the President Director's total annual compensation to the median annual compensation of employees, as well as the ratio of annual compensation increases. The reported ratios are as follows:

## Tata Kelola Keberlanjutan [OJK E]

### Penanggung Jawab Penerapan Pembangunan Berkelanjutan [OJK E.1, GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-14, IFRS S1-Governance, IFRS S2- Governance]

Sebagai bentuk komitmen terhadap pembangunan berkelanjutan, Garuda Indonesia telah mengalokasikan sumber daya secara strategis melalui pembentukan Unit Corporate Sustainability, sebagaimana diatur dalam SK Induk No. JKTDZ/SKEP/50110/2024 tentang Organisasi Induk PT Garuda Indonesia (Persero) Tbk. Unit Corporate Sustainability berada di bawah koordinasi Direktur Utama. Unit ini memiliki mandat untuk memastikan pelaksanaan inisiatif keberlanjutan secara terstruktur dan terukur, dengan tugas dan tanggung jawab yang tercantum secara jelas dalam *goal setting* dan indikator kinerja utama (KPI) unit. KPI Unit Corporate Sustainability disampaikan kepada Direksi setiap tahun sekali. Langkah ini mencerminkan keseriusan Perseroan dalam mengintegrasikan prinsip-prinsip keberlanjutan ke dalam tata kelola dan operasional bisnis. Dalam menerapkan pembangunan berkelanjutan, Direksi memiliki tanggung jawab untuk mengembangkan strategi dan inisiatif keberlanjutan Perseroan. Sedangkan, Dewan Komisaris senantiasa menjalankan fungsi pengawasan atas pelaksanaan strategi dan inisiatif keberlanjutan Perseroan.

Arah strategis keberlanjutan Garuda Indonesia telah sejalan dengan *Strategic Objectives* dari International Civil Aviation Organization (ICAO), yang memiliki keterkaitan erat dengan 15 dari 17 *United Nations Sustainable Development Goals* (SDGs).

## Sustainability Governance [OJK E]

### Responsibility for Implementing Sustainable Development [OJK E.1, GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-14, IFRS S1-Governance, IFRS S2-Governance]

As a form of commitment to sustainable development, Garuda Indonesia has strategically allocated resources through the establishment of the Corporate Sustainability Unit, as stipulated in the Parent Decree No. JKTDZ/SKEP/50110/2024 on the Parent Organization of PT Garuda Indonesia (Persero) Tbk. The Corporate Sustainability Unit is under the coordination of the President Director. This unit has the mandate to ensure the implementation of sustainability initiatives in a structured and measurable manner, with duties and responsibilities clearly stated in the unit's goal setting and key performance indicators (KPIs). The Corporate Sustainability Unit's KPIs are submitted to the Board of Directors every year. This step reflects the Company's seriousness in integrating sustainability principles into governance and business operations. In implementing sustainable development, the Board of Directors has the responsibility to develop the Company's sustainability strategies and initiatives. Meanwhile, the Board of Commissioners always performs a supervisory function over the implementation of the Company's sustainability strategies and initiatives.

Garuda Indonesia's sustainability strategic direction is also in line with the Strategic Objectives of the International Civil Aviation Organization (ICAO), which are closely linked to 15 of the 17 United Nations Sustainable Development Goals (SDGs).

ICAO, sebagai bagian dari sistem Perserikatan Bangsa-Bangsa (PBB), berperan aktif dalam mendukung pencapaian SDGs, dan Garuda Indonesia berkomitmen untuk mengacu pada kerangka tersebut dalam mengembangkan kebijakan dan program keberlanjutan, serta memperkuat kontribusi sektor penerbangan nasional terhadap agenda pembangunan global.

ICAO, as part of the United Nations (UN) system, plays an active role in supporting the achievement of the SDGs, and Garuda Indonesia is committed to referring to this framework in developing sustainability policies and programs, as well as strengthening the national aviation sector's contribution to the global development agenda.

### Pengembangan Kompetensi Terkait Pembangunan Berkelanjutan [OJK E.2, GRI 2-17, IFRS S1-Governance, IFRS S2- Governance]

Sepanjang tahun 2024, Perseroan telah memberikan pelatihan kepada Dewan Komisaris dan Direksi terkait dengan keuangan berkelanjutan. Pelatihan yang diikuti adalah sebagai berikut:

### Development Competencies Related to Sustainable Development [OJK E.2, GRI 2-17, IFRS S1-Governance, IFRS S2-Governance]

Throughout 2024, the Company has provided training for the Board of Commissioners and Board of Directors on sustainable finance. The following table outlines the training programs attended:

**Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Dewan Komisaris**  
Table of Sustainable Development Competency Development for the Board of Commissioners

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
	Focus Group Discussion Penyehatan PT Garuda Indonesia (Persero) Tbk Focus Group Discussion on the Rehabilitation of PT Garuda Indonesia (Persero) Tbk	Highlight Kinerja dan Program Penyehatan PT Garuda Indonesia (Persero) Tbk Performance Highlights and Restructuring Program of PT Garuda Indonesia (Persero) Tbk	13 Juni 2024, Kantor Garuda Kb. Serih June 13, 2024, Garuda Office, Kebon Sirih	Kementerian BUMN RI Ministry of SOEs of the Republic of Indonesia
Fadjar Prasetyo (Komisaris Utama merangkap Komisaris Independen) (President Commissioner & Independent Commissioner)	Presentasi dari Alton sebagai International Airlines Consultants terkait <i>Improve Service and Profits</i> Presentation from Alton as International Airlines Consultant regarding <i>Improve Service and Profits</i>	Company Induction	27 Juni 2024, Online June 27, 2024, Online	Alton Company
	Pelaksanaan <i>Onboarding Commissioner Program Angkatan 8 Tahun 2024</i> Implementation of Onboarding Commissioner Program Batch 8 of 2024	Pembekalan Dewan Komisaris Baru yang baru menjabat Briefing of the newly appointed New Board of Commissioners	08 – 08 Agustus 2024, Jakarta August 8, 2024, Jakarta	Kementerian BUMN RI Ministry of SOEs, Republic of Indonesia

## Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Dewan Komisaris

Table of Sustainable Development Competency Development for the Board of Commissioners

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Timur Sukirno (Komisaris Utama merangkap Komisaris Independen periode 1 Januari 2024 – 22 Mei 2024, Komisaris Independen periode 22 Mei 2024 – saat ini) (President Commissioner & Independent Commissioner for the period January 1, 2024 – May 22, 2024, Independent Commissioner from May 22, 2024 - Present)	<i>Kick Off Meeting dan Sosialisasi Penerapan GCG</i> Kick-Off Meeting and Dissemination of GCG Implementation	Model Evaluasi GCG GCG Evaluation Model	04 April 2024, Cengkareng April 4, 2024, Cengkareng	PT Garuda Indonesia
	Seminar GCG GCG Seminar	<i>Progress Update dan Closing Meeting</i> Progress Update and Closing Meeting	13 Mei 2024, Cengkareng May 13, 2024, Cengkareng	PT Garuda Indonesia
	<i>Focus Group Discussion Penyehatan PT Garuda Indonesia (Persero) Tbk</i> Focus Group Discussion on the Rehabilitation of PT Garuda Indonesia (Persero) Tbk	<i>Highlight Kinerja dan Program Penyehatan PT Garuda Indonesia (Persero) Tbk</i> Performance Highlights and Restructuring Program of PT Garuda Indonesia (Persero) Tbk	13 Juni 2024, Kantor Garuda Indonesia Kb. Sirih June 13, 2024, Garuda Indonesia Office, Kebon Sirih	Kementerian BUMN RI Ministry of SOEs, Republic of Indonesia
	<i>Presentasi dari Alton sebagai International Airlines Consultants terkait Improve Service and Profits</i> Presentation from Alton as International Airlines Consultant regarding Improve Service and Profits	Company Induction	27 Juni 2024, Online June 27, 2024, Online	Alton Company
	<i>Executive Education by Havard Business School</i> Executive Education by Harvard Business School	<i>Open Discussion on "Strategies for the Future"</i>	08-09 November 2024, Bali November 8-9, 2024, Bali	YPO Indonesia

**Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Dewan Komisaris**  
Table of Sustainable Development Competency Development for the Board of Commissioners

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Chairal Tanjung (Komisaris) (Commissioner)	<i>Kick Off Meeting dan Sosialisasi Penerapan GCG</i> Kick-Off Meeting and Dissemination of GCG Implementation	Model Evaluasi GCG GCG Evaluation Model	04 April 2024, Cengkareng April 4, 2024, Cengkareng	PT Garuda Indonesia
	Seminar GCG GCG Seminar	<i>Progress Update dan Closing Meeting</i> Progress Update and Closing Meeting	13 Mei 2024, Cengkareng May 13, 2024, Cengkareng	PT Garuda Indonesia
	<i>Focus Group Discussion Penyehatan PT Garuda Indonesia (Persero) Tbk</i> Focus Group Discussion on the Rehabilitation of PT Garuda Indonesia (Persero) Tbk	<i>Highlight Kinerja dan Program Penyehatan PT Garuda Indonesia (Persero) Tbk</i> Performance Highlights and Restructuring Program of PT Garuda Indonesia (Persero) Tbk	13 Juni 2024, Kantor Garuda Indonesia Kb. Sirih June 13, 2024, Garuda Indonesia Office, Kebon Sirih	Kementerian BUMN RI Ministry of SOEs, Republic of Indonesia
	Presentasi dari Alton sebagai International Airlines Consultants terkait <i>Improve Service and Profits</i> Presentation from Alton as International Airlines Consultant regarding Improve Service and Profits	Company Induction	27 Juni 2024, Online June 27, 2024, Online	Alton Company
Thomas Oentoro (Komisaris Independen Periode 1 Januari 2024-15 Februari 2024) (Independent Commissioner for the Period January 1, 2024 - February 15, 2024)	Pelaksanaan <i>Onboarding Commissioner Program Angkatan 7 Tahun 2024</i> Implementation of the Onboarding Commissioner Program Batch 7 Year 2024	Pembekalan Dewan Komisaris Baru yang baru menjabat Briefing of the newly appointed New Board of Commissioners	12-13 Januari 2024, Jakarta January 12-13, 2024, Jakarta	Kementerian BUMN RI Ministry of SOEs, Republic of Indonesia

**Tabel Pengembangan Kompetensi Keuangan Berkelanjutan bagi Direksi**  
**Table of Continuous Financial Competency Development for the Board of Directors**

<b>Nama dan Jabatan</b> Name and Position	<b>Jenis Pendidikan dan Pelatihan</b> Types of Education and Training	<b>Materi Pendidikan dan Pelatihan</b> Education and Training Materials	<b>Tanggal Pelaksanaan</b> Date of Implementation	<b>Penyelenggara</b> Organizer
Irfan Setiaputra President Director (Jan-Nov 2024)	Management Development Training	Cyber Security Basic Knowledge Training	30/09/24 September 30, 2024	Internal
	Maintenance & Engineering Training	Introduction to Carbon Emission	30/09/24 September 30, 2024	Internal
Wamildan Tsani President Director (Nov-Now)	FOO & Ground Support Training	The Senior Manager's Role in SMS	23/12/24 December 23, 2024	Internal
Enny Kristiani Director of HC & Corp. Service	Management Development Training	Cyber Security Basic Knowledge Training	30/09/24 September 30, 2024	Internal
	Management Development Training	OOO Hospitality Awareness for SOEs (BUMN) Employee	29/11/24 November 29, 2024	Internal
	FOO & Ground Support Training	SMS for Senior Management Training	01/07/24 July 1, 2024	Internal
	Maintenance & Engineering Training	Introduction to Carbon Emission	30/09/24 September 30, 2024	Internal
Rahmat Hanafi Director of Maintenance	Management Development Training	Cyber Security Basic Knowledge Training	30/09/24 September 30, 2024	Internal
	Maintenance & Engineering Training	Recurrent Safety Management System	14/03/24 March 14, 2024	Internal
	Maintenance & Engineering Training	Introduction to Carbon Emission	30/09/24 September 30, 2024	Internal
Ade R. Susardi Director of Commercial	Management Development Training	Cyber Security Basic Knowledge Training	30/09/24 September 30, 2024	Internal
	Maintenance & Engineering Training	Introduction to Carbon Emission	30/09/24 September 30, 2024	Internal
Tumpal Manumpak Hutapea Director of Operations	Airline Business Training	OOO SMS for GA Staff	31/12/24 December 31, 2024	Internal
	Management Development Training	Cyber Security Basic Knowledge Training	30/09/24 September 30, 2024	Internal
	Pilot Training	Recurrent CRM Training	13/02/24 February 13, 2024	Internal
	Pilot Training	B777-300ER Ground Recurrent Training	22/02/24 February 22, 2024	Internal
	Pilot Training	B777-300ER TR/PC FS Training	15/03/24 March 15, 2024	Eksternal External
	Pilot Training	B777-300ER Recurrent Ground	10/09/24 September 10, 2024	Internal
	Pilot Training	B777-300ER TR/PC Simulator	26/09/24 September 26, 2024	Eksternal External
	Pilot Training	Recurrent Aviation Security	07/11/24 November 7, 2024	Internal
	Maintenance & Engineering Training	Introduction to Carbon Emission	30/09/24 September 30, 2024	Internal

Selain itu, Perseroan juga melibatkan karyawan yang bertanggung jawab atas penerapan pembangunan berkelanjutan dalam berbagai pelatihan terkait pembangunan berkelanjutan. Langkah ini bertujuan untuk meningkatkan kompetensi mereka dalam mendukung implementasi keuangan berkelanjutan secara efektif.

In addition, the Company also involves employees who are responsible for the implementation of sustainable development in various trainings related to sustainable development. This step aims to improve their competence in supporting the effective implementation of sustainable finance.

**Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Unit Penanggungjawab**  
Table of Sustainable Development Competency Development for Responsible Units

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Ade Dwipayana (Corporate Sustainability Group Head)	Training	Net Zero Incubator Training	Agustus – November 2024 August - November 2024	Eksternal External
	Pilot Training	B777-300ER TR/PC Simulator	Juli-Agustus 2024 July-August 2024	Eksternal External
	Training	Boeing Safety Management Forum for Indonesia Operator	Februari 2024 February 2024	Eksternal External
	Training	Garuda Indonesia Executive Leadership Program	November 2024	Internal
Muhammad Oki Zuheimi (Environmental Management System Division Head)	Training	Net Zero Incubator Training	Agustus – November 2024 August - November 2024	Eksternal External
	Training	ICAO CORSIA Training	April 2024	Eksternal External
	Training	ICAO SAP Training	Mei 2024 May 2024	Eksternal External
	Training	Pengenalan IFRS S1 dan S2	November 2024	Eksternal External
	Training	Nilai Ekonomi Karbon Sub-Sektor Transportasi Udara dan Sustainable and Resilience Airport	Mei 2024 May 2024	Eksternal External
	Training	Sistem Indonesia Carbon Exchange	Maret 2024 March 2024	Eksternal External
	Training	ICAO CORSIA Eligible Emission Unit Workshop	Maret 2024 March 2024	Eksternal External
Ade Reizalina (Capital Market Communication Division Head)	ISSB Standards Training Course	Reporting with IFRS S-1 & S-2	Jakarta, 20-21 Agustus 2024 Jakarta, August 20-21, 2024	NCCR
	Sustainability Governance Workshop For Leader: Building Sustainable Companies	Governance & Sustainability, Sustainability Governance Overview, Sustainability Governance Mechanism, Sustainability Governance Structure, Sustainability Governance Strategy	Yogyakarta, 17 – 18 Juli 2024 Yogyakarta, July 17-18, 2024	TCG (Trisakti Governance Center)

## Manajemen Risiko Atas Penerapan Pembangunan Berkelanjutan [OJK E.3, IFRS S1, IFRS S1-Risk Management, IFRS S2-Risk Management]

Garuda Indonesia telah menerapkan sistem manajemen risiko yang terintegrasi di Perseroan dan Anak Perusahaan yang berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara dan *Best Practice Industry*. Perseroan telah menetapkan Strategi Risiko yang terdiri dari pernyataan selera risiko dan nilai ambang batas risiko (*Risk capacity, Risk Appetite, Risk Tolerance, Risk Limit* dan metrik strategi risiko). Melalui sistem manajemen risiko, Perseroan telah mengidentifikasi, mengukur, memantau dan mengendalikan risiko. Perseroan menetapkan kebijakan dan petunjuk umum sebagai acuan bagi unit kerja dan seluruh karyawan dalam mengelola risiko yang dituangkan dalam dokumen Enterprise Risk Management Manual (ERM Manual). ERM Manual mengatur pengelompokan risiko Perseroan, peran dan tanggung jawab organ pengelola risiko, kapasitas risiko, selera risiko, toleransi risiko, batasan risiko dan proses ERM.

Perseroan telah memasukkan aspek ESG ke dalam ERM manual, dalam bentuk *risk register* yang berkaitan dengan lingkungan (acuan PER.02/MBU/03/2023). Secara implementasi, Garuda Indonesia telah memasukkan parameter yang berkaitan dengan risiko lingkungan dalam matriks risiko (parameter "peningkatan ESG perusahaan" pada aspek *compliance*). Perseroan juga telah melakukan penilaian risiko atas faktor ESG.

Direksi melakukan evaluasi atas efektivitas sistem manajemen risiko Perseroan melalui peninjauan secara berkala atas kebijakan dan strategi risiko, proses penilaian risiko, proses penetapan perencanaan strategis (RKAP dan RJPP), manual enterprise risk management dan laporan profil risiko terintegrasi secara bulanan dan triwulanan yang dilaporkan kepada Dewan Komisaris serta Kementerian Badan Usaha Milik Negara sesuai Keputusan Deputy Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara Republik Indonesia Nomor SK-7/DKU.MBU/10/2023 tentang Petunjuk Teknis Pelaporan Manajemen Risiko Badan Usaha Milik Negara. Dewan Komisaris dibantu oleh Komite Pengembangan Usaha dan Pemantau Risiko melakukan pengawasan serta evaluasi terhadap penerapan sistem manajemen risiko yang telah dilakukan oleh Direksi. Dalam pengelolaan sistem manajemen risiko, Perseroan memiliki acuan terkait prinsip dasar untuk mendukung implementasi praktik manajemen risiko yang baik dan berkelanjutan dalam bentuk Piagam Manajemen Risiko yang ditandatangani oleh Komisaris dan Direksi terkait. Piagam Manajemen Risiko tersebut menjadi pedoman bagi seluruh Unit Kerja di Perseroan agar dalam pelaksanaan tugasnya mengacu pada Anggaran Dasar, semua peraturan perundang-undangan yang berlaku dan prinsip-prinsip tata kelola Perusahaan yang baik (*Good Corporate Governance/GCG*). Pembahasan sistem manajemen risiko telah disajikan secara lengkap pada Laporan Tahunan bagian Tata Kelola Perusahaan.

## Risk Management in The Implementation of Sustainable Development [OJK E.3, IFRS S1, IFRS S1-Risk Management, IFRS S2-Risk Management]

Garuda Indonesia has implemented an integrated risk management system across the Company and its Subsidiaries based on the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 Year 2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises and Industry Best Practices. The Company has established a Risk Strategy comprising risk appetite statements and risk threshold values (*Risk Capacity, Risk Appetite, Risk Tolerance, Risk Limit, and risk strategy metrics*). Through the risk management system, the Company has identified, measured, monitored, and controlled risks. The Company establishes policies and general guidelines as references for all work units and all employees in managing risks outlined in the Enterprise Risk Management Manual (ERM Manual). The ERM Manual regulates the categorization of the Company's risks, roles and responsibilities of risk management organs, risk capacity, risk appetite, risk tolerance, risk limits, and the ERM process.

The Company has integrated ESG aspects into the ERM Manual through an environmental risk register, in compliance with PER.02/MBU/03/2023. In practice, Garuda Indonesia has included parameters linked to environmental risks in its risk matrix (e.g., the "improvement of corporate ESG" parameter under compliance aspects). The Company has also conducted risk assessments on ESG factors.

The Board of Directors evaluates the effectiveness of the Company's risk management system through periodic reviews of risk policies and strategies, risk assessment processes, strategic planning (RKAP and RJPP), the ERM Manual, and integrated monthly and quarterly risk profile reports. These reports are submitted to the Board of Commissioners and the Ministry of State-Owned Enterprises following the Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SK-7/DKU.MBU/10/2023 on Technical Guidelines for Risk Management Reporting of State-Owned Enterprises. The Board of Commissioners, assisted by the Business Development and Risk Monitoring Committee, oversees and evaluates the implementation of the risk management system conducted by the Board of Directors. In managing the risk management system, the Company has a reference related to fundamental principles to support the implementation of good and sustainable risk management practices in the form of a Risk Management Charter signed by the relevant Commissioners and Directors. This Charter serves as a guideline for all Company work units to ensure that their operations align with the Articles of Association, all applicable laws and regulations, and the principles of Good Corporate Governance (GCG). A comprehensive discussion of the risk management system is provided in the Annual Report's Corporate Governance section.

## Hubungan dengan Pemangku Kepentingan

[OJK E.4, GRI 2-29]

Pemangku kepentingan merupakan pihak-pihak yang terlibat atau dipengaruhi oleh aktivitas perusahaan, dan keberadaannya juga memainkan peran penting dalam menentukan kesuksesan strategi serta pencapaian tujuan Garuda Indonesia. Oleh karena itu, Garuda Indonesia berkomitmen untuk menjalin hubungan yang erat dan saling menguntungkan dengan pemangku kepentingan. Garuda Indonesia juga berfokus pada komunikasi yang berkelanjutan dan melibatkan kelompok-kelompok pemangku kepentingan sesuai dengan kebutuhan dan harapan mereka.

Pemangku kepentingan Garuda Indonesia mencakup penumpang, pemegang saham dan investor, pegawai, pemerintah, mitra kerja dan lembaga swadaya masyarakat. Pemetaan pemangku kepentingan perusahaan dilakukan berdasarkan hubungan yang telah terjalin, yang bersifat saling memengaruhi, aktif, dan responsif. Garuda Indonesia telah mengidentifikasi dengan cermat kelompok-kelompok pemangku kepentingan utama, berdasarkan pengaruh signifikan mereka terhadap kelangsungan operasional perusahaan, baik dalam aspek ekonomi, sosial, maupun lingkungan. Dalam menghadapi isu-isu dan tantangan yang ada, Garuda Indonesia mengedepankan pendekatan musyawarah untuk mencapai kesepakatan bersama.

## Stakeholder Engagement [OJK E.4, GRI 2-29]

Stakeholders are parties involved in or affected by the company's activities, and their presence plays a critical role in determining the success of Garuda Indonesia's strategy and achieving its objectives. Therefore, Garuda Indonesia is committed to fostering close, mutually beneficial relationships with its stakeholders. The Company also prioritizes sustained communication and active engagement with stakeholder groups in alignment with their needs and expectations.

Garuda Indonesia's stakeholders include passengers, shareholders and investors, employees, the government, business partners, and non-governmental organizations (NGOs). Stakeholder mapping is conducted based on established relationships characterized by mutual influence, active collaboration, and responsiveness. The Company has meticulously identified its primary stakeholder groups, considering their significant impact on operational sustainability across economic, social, and environmental dimensions. In addressing existing issues and challenges, Garuda Indonesia prioritizes a consultative approach to reach mutually agreed solutions.

## Pelibatan Pemangku Kepentingan, Topik Utama, dan Respon Perseroan

Stakeholder Engagement, Key Topics, and Company Responses

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engagement Methods	Frekuensi Frequency	Topik Utama Key Topics
Penumpang Passengers	Ajang Komersial Commercial Events	Sewaktu-waktu As needed	Hubungan Komersial Commercial Relations
Pemegang Saham dan Investor Shareholders and Investors	RUPS (Baik RUPS Tahunan maupun Luar Biasa) General Meetings of Shareholders (Annual and Extraordinary)	Tahunan (RUPS Tahunan)/ Sewaktu-waktu Jika Diperlukan (RUPS Luar Biasa) Annually (Annual GMS) / As needed (Extraordinary GMS)	Laporan Tahunan, Usulan Penggunaan Laba Bersih/ Pembagian Dividen, Penetapan Kantor Akuntan Publik, Penetapan Remunerasi Pengurus, Perubahan Pengurus, Perubahan Anggaran Dasar, Aksi Korporasi, Isu Keberlanjutan yang Material Annual Report, Net Profit Allocation/Dividend Distribution, Appointment of Public Accounting Firm, Management Remuneration, Management Changes, Articles of Association Amendments, Corporate Actions, Sustainability Material Issue

## Pelibatan Pemangku Kepentingan, Topik Utama, dan Respon Perseroan

### Stakeholder Engagement, Key Topics, and Company Responses

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engagement Methods	Frekuensi Frequency	Topik Utama Key Topics
Pegawai Employees	Rapat Kerja dengan Serikat Pegawai Meetings with Employee Unions	Bulanan Monthly	Ketenagakerjaan Kesejahteraan Kinerja Perseroan Isi-Isu Terkini Isu Keberlanjutan yang Material Employment Welfare Corporate Performance Current Issues Sustainability Material Issue
Pemerintah Government	Pelaporan Kinerja atau Isu-isu Penting Lainnya Koordinasi dan Pelaporan Kepatuhan Peraturan Perundangundangan Program CSR & PKBL Performance Reporting and Other Critical Issues Coordination, and Regulatory Compliance Reporting CSR & PKBL Program	Setahun Dua Kali Setiap Saat Jika Diperlukan Twice a year As needed	Pengembangan Masyarakat Investasi Lokal Kepatuhan GCG Pelaporan dan Koordinasi Pelaksanaan Program CSR & PKBL Community Development Local Investment GCG Compliance CSR & PKBL Program Reporting and Coordination
Mitra Kerja Business Partners	Vendor Gathering Koordinasi Operasional Survei Kepuasan Pemasok Vendor Gatherings Operational Coordination Supplier Satisfaction Surveys	Setiap Tahun Setiap Tahun Bila Diperlukan Annually As needed	Media komunikasi dua arah dalam rangka penyampaian strategi & kebijakan perseroan termasuk dalam hal pengadaan barang dan jasa Hubungan Komersial Evaluasi Kinerja Two-way communication for corporate strategy & policy dissemination, including in the procurement of goods and services Commercial Relations Performance Evaluation
Masyarakat Community	Pelaksanaan TJSL Implementation of TJSL	Setiap Tahun Bila Diperlukan Annually As needed	<ul style="list-style-type: none"> <li>Informasi pelaksanaan TJSL</li> <li>Informasi terkait penerbangan</li> <li>Information on the implementation of TJSL</li> <li>Flight related information</li> </ul>
Lembaga Swadaya Masyarakat Non-Governmental Organizations	Program TJSL TJSL Program	Setiap Tahun Bila Diperlukan Annually As needed	Pengembangan sosial kemasyarakatan dan program lingkungan Development of social community and environmental programs

## Permasalahan Terhadap Penerapan Pembangunan Berkelanjutan [OJK E.5]

Dalam mengimplementasikan pembangunan berkelanjutan di seluruh aktivitas operasionalnya, Perseroan masih menghadapi beberapa masalah keberlanjutan di antaranya sebagai berikut.

## Challenges In The Implementation of Sustainable Development [OJK E.5]

In implementing sustainable development throughout its operational activities, the Company still has to deal with several sustainability issues including the following.

Masalah yang Dihadapi Challenges Faced	Dampak yang Timbul Resulting Impacts	Upaya Mitigasi Mitigation Efforts
<p>Terbatasnya akses pendanaan hijau dan insentif fiskal untuk proyek berkelanjutan Limited access to green finance and fiscal incentives for sustainable projects</p>	<p>Lambatnya implementasi inisiatif hijau seperti penggunaan SAF, efisiensi energi, atau pengelolaan limbah yang ramah lingkungan Slow implementation of green initiatives such as the use of SAF, energy efficiency, or environmentally friendly waste management</p>	<p>Menjalin komunikasi dengan regulator dan lembaga keuangan untuk menjajaki potensi pendanaan hijau Established communication with regulators and financial institutions to explore the potential for green financing</p>
<p>Masih terbatasnya pemahaman internal tentang konsep dan implementasi keuangan berkelanjutan Still limited internal understanding of the concept and implementation of sustainable finance</p>	<p>Risiko pelaporan yang tidak sesuai prinsip ESG dan rendahnya adopsi prinsip keberlanjutan dalam pengambilan keputusan bisnis Risk of non ESG compliant reporting and low adoption of sustainability principles in business decision making</p>	<ul style="list-style-type: none"> <li>Melaksanakan pelatihan berkelanjutan kepada unit-unit kerja terkait ESG dan keuangan berkelanjutan</li> <li>Integrasi ESG dalam proses perencanaan strategis</li> <li>Carried out ongoing training to work units related to ESG and sustainable finance</li> <li>ESG integration in the strategic planning process</li> </ul>
<p>Keterbatasan data ESG yang akurat, terukur, dan terstandar untuk pelaporan Lack of accurate, measurable and standardized ESG data for reporting</p>	<p>Menurunnya kredibilitas laporan keberlanjutan dan potensi kegagalan memenuhi ekspektasi investor atau pemangku kepentingan lainnya Decreased credibility of sustainability reports and potential failure to meet investor or other stakeholder expectations</p>	<ul style="list-style-type: none"> <li>Mengembangkan sistem pelaporan internal berbasis digital</li> <li>Menetapkan indikator kinerja utama ESG yang mengacu pada standar nasional dan internasional</li> <li>Developed a digital-based internal reporting system</li> <li>Establish ESG key performance indicators that refer to national and international standards</li> </ul>
<p>Ketidakpastian regulasi dan dinamika kebijakan iklim serta standar ESG global Regulatory uncertainty and the dynamics of climate policy and global ESG standards</p>	<p>Sulitnya melakukan perencanaan jangka panjang dan menyesuaikan kebijakan internal dengan perkembangan eksternal It is difficult to conduct long-term planning and adapt internal policies to external developments</p>	<ul style="list-style-type: none"> <li>Aktif mengikuti forum kebijakan dan asosiasi industri untuk memperbarui informasi terkini</li> <li>Menyusun mekanisme adaptif terhadap perubahan kebijakan/regulasi ESG</li> <li>Actively followed policy forums and industry associations to update the latest information</li> <li>Developed an adaptive mechanism to changes in ESG policies/regulations</li> </ul>
<p>Biaya investasi awal yang tinggi dalam proyek keberlanjutan (misalnya pengadaan SAF) High initial investment costs in sustainability projects (e.g. SAF procurement)</p>	<p>Potensi penurunan margin keuntungan jangka pendek dan resistensi dari internal dalam menyetujui proyek Potential short-term decline in profit margins and internal resistance to approving projects</p>	<p>Melakukan studi kelayakan finansial dan manfaat jangka panjang untuk industri penerbangan Conducted financial feasibility studies and long-term benefits for the aviation industry</p>
<p>Kondisi eksternal seperti volatilitas harga energi dan tekanan geopolitik global External conditions such as energy price volatility and global geopolitical pressures</p>	<p>Mengganggu kelangsungan pasokan bahan bakar ramah lingkungan serta menyebabkan fluktuasi biaya operasional Disrupt the continuity of eco-friendly fuel supply and cause fluctuations in operating costs</p>	<p>Melakukan optimalisasi operasional penerbangan dan efisiensi energi Optimized flight operations and energy efficiency</p>



Garuda Indonesia  
*The Airline of Indonesia*



# Kinerja Keberlanjutan

Sustainability

Performance

# Kinerja Keberlanjutan [OJK F]

## Sustainability Performance [OJK F]

### Kegiatan Membangun Budaya Keberlanjutan [OJK F.1]

Dalam membangun budaya keberlanjutan, Garuda Indonesia senantiasa mengadopsi 8 (delapan) prinsip keuangan berkelanjutan sebagai panduan yaitu prinsip investasi bertanggung jawab; prinsip strategi dan praktik bisnis berkelanjutan; prinsip pengelolaan risiko sosial dan lingkungan hidup; prinsip tata kelola; prinsip komunikasi yang informatif; prinsip inklusif; prinsip pengembangan sektor unggulan prioritas; dan prinsip koordinasi dan kolaborasi.

Melalui prinsip tersebut, Garuda Indonesia memiliki komitmen untuk menjalankan aktivitas operasionalnya dengan ramah lingkungan. Hal ini diimplementasikan yang diimplementasikan melalui berbagai upaya efisiensi penggunaan kertas, listrik, bahan bakar minyak dan air, serta melakukan pengelolaan secara optimal terkait emisi, limbah, air limbah, dan sebagainya. Garuda Indonesia juga senantiasa menciptakan lingkungan kerja yang aman dan sehat sesuai yang bertujuan agar tidak terjadi kecelakaan kerja serta penyakit akibat kerja.

Adapun program yang dimiliki Garuda Indonesia dalam menerapkan aktivitas operasional yang berkelanjutan dilakukan melalui program sebagai berikut.

#### 1. **Waste Station: Rekosistem**

Pada tahun 2024, Garuda Indonesia berkolaborasi dengan Rekosistem menyediakan *Waste Station* di area perkantoran Garuda Indonesia dan Garuda Indonesia Training Center sebagai media pengelolaan sampah untuk memfasilitasi karyawan dan *stakeholders* lain untuk berpartisipasi aktif dalam mengelola sampah non organik yang dapat di daur ulang. Pengelolaan sampah ini juga aktif digunakan untuk pengelolaan sampah non organik dari operasional gedung Garuda Indonesia seperti sampah botol plastik AMDK dan sampah kertas kerja yang sudah tidak dipakai, serta operasional pesawat seperti sampah dokumen operasional dan *form* tiket yang sudah tidak dipakai.

#### 2. **Culture Campaign**

Garuda Indonesia berkomitmen membangun budaya perusahaan yang inklusif dan berkelanjutan melalui berbagai inisiatif, seperti *Respectful Workplace Policy* yang menciptakan lingkungan kerja yang adil dan profesional, *Women Empowerment* yang mendorong kesetaraan gender serta kepemimpinan perempuan, dan *Culture Festival* yang memperkuat kesadaran akan keselamatan, keberlanjutan, dan manajemen risiko. Program-program ini bertujuan meningkatkan kesejahteraan karyawan, memperkuat nilai-nilai perusahaan, dan mendukung operasional yang berkelanjutan di industri penerbangan.

### Activities to Build A Culture of Sustainability [OJK F.1]

Garuda Indonesia remains committed to fostering a culture of sustainability by adhering to eight key sustainable financial principles: responsible investment, sustainable business strategy and practice, social and environmental risk management, governance, informative communication, inclusivity, priority sector development, and coordination and collaboration.

Through these principles, Garuda Indonesia ensures that its operational activities align with environmentally friendly practices. These efforts focus on optimizing the efficient use of resources such as paper, electricity, fuel, and water while also managing emissions, waste, and wastewater. Additionally, the Company continuously strives to create a safe and healthy work environment to prevent workplace accidents and occupational diseases.

To implement sustainable operational activities, Garuda Indonesia has introduced the following programs:

#### 1. **Waste Station: Recosystem**

In 2024, Garuda Indonesia collaborates with Rekosistem to provide *Waste Station* in Garuda Indonesia office area and Garuda Indonesia Training Center as a waste management media to facilitate employees and other stakeholders to actively participate in managing non-organic waste that can be recycled. This waste management is also actively used for the management of non-organic waste from Garuda Indonesia building operations such as AMDK plastic bottles and waste paperwork that is no longer used, as well as aircraft operations such as waste operational documents and ticket forms that are no longer used.

#### 2. **Culture Campaign**

Garuda Indonesia is committed to building an inclusive and sustainable corporate culture through various initiatives, such as the *Respectful Workplace Policy* that creates a fair and professional working environment, *Women Empowerment* that promotes gender equality and women's leadership, and *Culture Festival* that strengthens awareness of safety, sustainability, and risk management. These programs aim to improve employee welfare, strengthen corporate values, and support sustainable operations in the aviation industry.

### 3. **Elektrical Forklift (only at CGK Warehouse)**

Sebagai bagian dari transformasi menuju operasional yang lebih ramah lingkungan, Garuda Indonesia telah mengganti *forklift* diesel menjadi *forklift* listrik di gudang utama CGK. Inisiatif ini terbukti mengurangi emisi karbon hingga 66% dan menekan biaya operasional secara signifikan. *Forklift* listrik juga tidak menghasilkan emisi langsung dan memiliki efisiensi energi yang lebih baik. Saat ini, seluruh *forklift* yang beroperasi di CGK—sebanyak 14 unit—telah berbasis listrik. Meskipun tenaga sedikit lebih rendah dibanding diesel, performanya tetap memenuhi kebutuhan operasional tanpa gangguan berarti. Dengan kegiatan ini, perusahaan mampu mengurangi emisi hingga 66% dari aktivitas *handling* di kargo.

### 4. **Recycle Inflight Reading Materials**

Bahan bacaan *inflight* yang tidak lagi digunakan kini didaur ulang melalui proses pengumpulan dari area penyimpanan bandara ke tempat pembuangan khusus. Dengan rata-rata limbah mencapai 500–800 kg per bulan di CGK, program ini membantu mengurangi limbah kertas dan mendorong budaya tanggung jawab lingkungan. Program ini berhasil dalam mengurangi limbah kertas dari operasional penerbangan, mengedepankan *circular economy*, dan meningkatkan persepsi positif *stakeholder*.

### 5. **Local Resource Food**

Garuda Indonesia mendukung ekonomi lokal dan mengurangi emisi transportasi dengan menggunakan bahan baku makanan dari petani dan pemasok lokal. Hingga 85% kebutuhan *catering inflight* untuk 58.595 penerbangan/tahun kini disuplai oleh penyedia lokal untuk semua kelas layanan dan rute penerbangan. Meski memiliki dampak signifikan terhadap pengurangan jejak karbon, tantangan yang dihadapi meliputi cuaca tidak menentu, ketersediaan stok, kualitas bahan yang bervariasi, serta adanya permintaan tinggi pada musim puncak.

### 6. **Moveable Taildock for Aircraft Maintenance (on GMF)**

*Moveable taildock* menjadi solusi inovatif di sektor perawatan pesawat. Teknologi ini memungkinkan efisiensi waktu pengerjaan—dari 8 hari menjadi hanya 2 hari—serta mendukung penghematan energi dan material. Digunakan untuk berbagai tipe pesawat, alat ini meminimalkan kebutuhan peralatan tambahan dan mempercepat *turnaround time*. Tantangan utamanya adalah investasi awal yang besar serta perlunya pelatihan teknis bagi staf perawatan.

### 7. **Electrical Vehicle for Material Handling (on GMF)**

*Garuda Maintenance Facility (GMF-AA)* telah menggunakan kendaraan listrik (EV) untuk menangani material pesawat di hanggar, menggantikan kendaraan berbahan bakar diesel. EV tersebut terbukti mengurangi emisi CO<sub>2</sub> sebesar 97% dibandingkan kendaraan konvensional. Saat ini terdapat 11 unit EV dari total 20 kendaraan yang digunakan di empat hanggar.

### 3. **Electric Forklift (only at CGK Warehouse)**

As part of its transformation towards greener operations, Garuda Indonesia has replaced diesel forklifts with electric forklifts at the CGK main warehouse. This initiative has reduced carbon emissions by 66% and significantly reduced operational costs. Electric forklifts also produce no direct emissions and have better energy efficiency. Currently, all forklifts operating at CGK - 14 in total - are electric. Although the power is slightly lower than diesel, the performance still meets operational needs without significant disruption. With this activity, the company was able to reduce emissions by 66% from cargo handling activities.

### 4. **Recycle Inflight Reading Materials**

Unused inflight reading materials are now recycled through a collection process from the airport storage area to a dedicated disposal site. With an average of 500–800 kg of waste per month at CGK, this program helps reduce paper waste and promotes a culture of environmental responsibility. The program has been successful in reducing paper waste from flight operations, promoting a circular economy, and increasing positive stakeholder perception.

### 5. **Local Resource Food**

Garuda Indonesia supports local economies and reduces transportation emissions by using food raw materials from local farmers and suppliers. Up to 85% of inflight catering needs for 58,595 flights/year are now supplied by local providers for all service classes and flight routes. While this has a significant impact on reducing the carbon footprint, challenges include unpredictable weather, stock availability, variable quality of ingredients, and high demand during peak seasons.

### 6. **Moveable Taildock for Aircraft Maintenance (on GMF)**

*Moveable taildock* is an innovative solution in the aircraft maintenance sector. The technology allows for efficient turnaround times—from 8 days to just 2 days—and supports energy and material savings. Used for various aircraft types, it minimizes the need for additional equipment and speeds up turnaround time. The main challenges are the large initial investment and the need for technical training for maintenance staff.

### 7. **Electrical Vehicle for Material Handling (on GMF)**

*Garuda Maintenance Facility (GMF-AA)* has been using electric vehicles (EVs) to handle aircraft materials in the hangar, replacing diesel-fueled vehicles. The EVs are proven to reduce CO<sub>2</sub> emissions by 97% compared to conventional vehicles. There are currently 11 EV units out of a total of 20 vehicles used in four hangars.

## 8. Climate Change Course

Garuda Indonesia mengembangkan program pelatihan karyawan terkait perubahan iklim dan keberlanjutan. Materi yang dikembangkan mencakup sumber emisi karbon, regulasi nasional dalam penurunan emisi, dan regulasi aviasi yang berkaitan dengan lingkungan. Modul yang ada telah disusun dan tersedia dalam format *e-learning* dan pelatihan langsung. Inisiatif ini bertujuan membentuk pemahaman mendalam di kalangan karyawan tentang isu lingkungan, serta meningkatkan partisipasi mereka dalam program-program keberlanjutan Perseroan.

## 9. Carbon Offset for Special Flight 75th

Garuda Indonesia menunjukkan komitmen jangka panjang perusahaan dalam mendukung langkah dekarbonisasi melalui konversi emisi karbon yang ditimbulkan pada operasional penerbangan. Program tersebut salah satunya turut dilakukan melalui metode "*Carbon Offset*". Garuda Indonesia meluncurkan Program "*Carbon Neutral Flight*" dilalui dengan pembelian sertifikat penurunan emisi (SPE) yang tersedia di Bursa Karbon nasional sebanyak 50 ton CO<sub>2</sub>e. Tahap awal Program *Carbon Neutral Flight* tersebut telah diimplementasikan pada penerbangan Joy Flight HUT GA ke-75.

## 10. Sustainability Seminar

Garuda Indonesia melaksanakan dua kegiatan *Sharing Session* bertema keberlanjutan sebagai bagian *capacity building* tim sustainability kepada seluruh pegawai. Kegiatan ini bertujuan untuk meningkatkan pemahaman internal terhadap isu-isu keberlanjutan serta memperkuat kolaborasi lintas fungsi dalam mewujudkan komitmen perusahaan terhadap pembangunan berkelanjutan. *Sharing Session* pertama mengangkat topik "*Empowering Collaboration for Sustainable Journey: Garuda Indonesia's Path Forward*", yang menekankan pentingnya sinergi antar pemangku kepentingan dalam mengakselerasi perjalanan keberlanjutan perusahaan. Sementara itu, sesi kedua mengusung tema "Energi Hijau untuk Langit Biru: Mengenal *Sustainable Aviation Fuel*", yang memperkenalkan konsep, manfaat, dan tantangan implementasi *Sustainable Aviation Fuel* (SAF) dalam operasional penerbangan. Kedua sesi ini menghadirkan narasumber dari pihak eksternal yang memiliki kompetensi dan pengalaman di bidangnya, sehingga memberikan wawasan baru yang relevan dan aplikatif bagi seluruh peserta. Inisiatif ini merupakan langkah konkret perusahaan dalam membangun budaya keberlanjutan di lingkungan kerja dan mendukung transformasi industri penerbangan yang lebih ramah lingkungan.

## 8. Climate Change

Garuda Indonesia developed an employee training program on climate change and sustainability. The materials developed cover carbon emission sources, national regulations on emission reduction, and aviation regulations related to the environment. Modules have been developed and are available in *e-learning* and hands-on training formats. This initiative aims to establish a deeper understanding among employees on environmental issues, as well as to increase their participation in the Company's sustainability programs.

## 9. Carbon Offset for Special Flight 75th

Garuda Indonesia demonstrates its long-term commitment to support decarbonization through the conversion of carbon emissions generated in flight operations. One of these programs is also carried out through the "*Carbon Offset*" method. Garuda Indonesia launched the "*Carbon Neutral Flight*" Program through the purchase of emission reduction certificates (SPE) available on the national Carbon Exchange as much as 50 tons of CO<sub>2</sub>e. The initial phase of the Carbon Neutral Flight Program has been implemented on GA's 75th Anniversary Joy Flight.

## 10. Sustainability Seminar

Garuda Indonesia held two sustainability-themed *Sharing Sessions* as part of the sustainability team's *capacity building* for all employees. This activity aims to improve internal understanding of sustainability issues and strengthen cross-functional collaboration in realizing the company's commitment to sustainable development. The first *Sharing Session* raised the topic "*Empowering Collaboration for Sustainable Journey: Garuda Indonesia's Path Forward*", which emphasized the importance of synergy between stakeholders in accelerating the company's sustainability journey. Meanwhile, the second session carried the theme "*Green Energy for Blue Sky: Getting to Know Sustainable Aviation Fuel*", which introduced the concept, benefits, and challenges of implementing *Sustainable Aviation Fuel* (SAF) in flight operations. Both sessions featured speakers from external parties who have competence and experience in their fields, thus providing new insights that are relevant and applicable to all participants. This initiative is the the Company's concrete step in building a culture of sustainability in the work environment and supporting the transformation of a more environmentally friendly aviation industry.

Sebagai maskapai nasional, Garuda Indonesia memiliki komitmen kuat dan peran strategis dalam mendukung agenda pembangunan berkelanjutan baik di tingkat global maupun nasional. Sejalan dengan 17 Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals/SDGs*) yang diusung oleh Perserikatan Bangsa-Bangsa, Garuda Indonesia berkontribusi aktif pada sejumlah tujuan prioritas, termasuk upaya pengurangan emisi, efisiensi energi, serta peningkatan kualitas lingkungan hidup. Dalam mendukung Paris Agreement 2015, Garuda Indonesia turut mengambil peran dalam pencapaian target *Nationally Determined Contributions* (NDCs) Indonesia, melalui berbagai inisiatif seperti pengurangan emisi gas rumah kaca dan penggunaan bahan bakar ramah lingkungan.

Di sektor penerbangan, Garuda Indonesia mengimplementasikan kebijakan dan praktik keberlanjutan yang mengacu pada *Aviation Environmental Protection* sesuai pedoman International Civil Aviation Organization (ICAO). Komitmen ini mencakup pengurangan emisi karbon, pengelolaan kebisingan, dan perlindungan kualitas udara lokal sebagai bagian dari upaya meminimalkan dampak lingkungan dari operasional penerbangan. Melalui pendekatan ini, Garuda Indonesia memperkuat perannya dalam transisi menuju industri aviasi yang lebih hijau, efisien, dan bertanggung jawab secara lingkungan.

Lebih jauh, Garuda Indonesia menempatkan prinsip keberlanjutan sebagai fondasi tata kelola perusahaan dengan pendekatan menyeluruh terhadap aspek *Environmental, Social, and Governance* (ESG). Dalam aspek lingkungan, Garuda berkomitmen pada pengurangan jejak karbon dan efisiensi sumber daya; dari sisi sosial, perusahaan mendorong inklusivitas, perlindungan hak tenaga kerja, serta kontribusi pada komunitas; sementara dalam aspek tata kelola, Garuda Indonesia memastikan praktik bisnis yang etis, transparan, dan akuntabel. Seluruh inisiatif ini sejalan dengan arah transformasi perusahaan yang adaptif, resilien, dan bertanggung jawab terhadap tantangan keberlanjutan global.

## Kinerja Ekonomi

### Perbandingan Target dan Kinerja Produksi, Portofolio, Target Pembiayaan, atau Investasi, Pendapatan dan Laba Rugi [OJK F.2]

Garuda Indonesia telah menetapkan target yang akan dicapai yang dituangkan ke dalam Rencana Kerja dan Anggaran Perusahaan (RKAP). Pada tahun 2024, Perseroan telah berhasil mencapai jumlah kargo sebesar 100,82% dari target yang telah ditentukan.

As a national airline, Garuda Indonesia has a strong commitment and strategic role in supporting the sustainable development agenda at both the global and national levels. In line with the 17 Sustainable Development Goals (SDGs) promoted by the United Nations, Garuda Indonesia actively contributes to a number of priority goals, including efforts to reduce emissions, energy efficiency, and improve environmental quality. In support of the 2015 Paris Agreement, Garuda Indonesia has taken part in achieving Indonesia's Nationally Determined Contributions (NDCs) targets, through initiatives such as reducing greenhouse gas emissions and using environmentally friendly fuels.

In the aviation sector, Garuda Indonesia implements sustainability policies and practices that refer to *Aviation Environmental Protection* in accordance with the International Civil Aviation Organization (ICAO) guidelines. This commitment includes reducing carbon emissions, noise management, and protecting local air quality as part of efforts to minimize the environmental impact of flight operations. Through this approach, Garuda Indonesia strengthens its role in the transition towards a greener, more efficient and environmentally responsible aviation industry.

Furthermore, Garuda Indonesia places sustainability as the foundation of its corporate governance with a comprehensive approach to Environmental, Social, and Governance (ESG) aspects. On the environmental aspect, Garuda is committed to reducing carbon footprint and resource efficiency; on the social side, the company promotes inclusivity, labor rights protection, and contributions to the community; while on the governance aspect, Garuda Indonesia ensures ethical, transparent, and accountable business practices. All these initiatives are in line with the direction of the company's transformation to be adaptive, resilient, and responsible to global sustainability challenges.

## Economic Performance

### Comparison of Targets and Performance In Production, Portfolio, Financing, Income, and Profit & Loss [OJK F.2]

Garuda Indonesia has established measurable targets outlined in its Company's Work Plan and Budget (RKAP). In 2024, the Company successfully achieved 100.82% of its cargo volume target.

## Tabel Perbandingan Target dan Kinerja Finansial, Operasional, dan Investasi

Table of Comparison of Financial, Operational, and Investment Targets and Performance

Uraian Description	Satuan Unit	2024			2023			2022		
		Target	Realisasi Realization	Pencapaian Achievement	Target	Realisasi Realization	Pencapaian Achievement	Target	Realisasi Realization	Pencapaian Achievement
<b>Finansial</b> Finance										
Pendapatan usaha Operating revenue	Dalam Juta USD In million USD	<b>4.194,85</b>	<b>3.416,53</b>	<b>81</b>	3.960,18	2.936,63	74,15	2.354,5	2.100,1	89,2
Laba (Rugi) tahun berjalan Profit (Loss) for the Year	Dalam Juta USD In million USD	<b>532,49</b>	<b>(69,78)</b>	<b>(13)</b>	68,12	252,00	369,94	5.644,2	3.736,7	66,2
<b>Operasional</b> Operational										
Available Seat Kilometers/ASK (miliar) Available Seat Kilometers (ASK)	Dalam Miliar USD In Billion USD	<b>49,52</b>	<b>39,61</b>	<b>79,98</b>	41,71	32,82	78,69	13,88	23,19	167,08
Revenue Pax-Kilometer/ RPK (miliar) Revenue Passenger Kilometers (RPK)	Dalam Miliar USD In Billion USD	<b>38,61</b>	<b>31,25</b>	<b>80,95</b>	32,75	24,58	75,05	10,19	16,92	166,06
Jumlah penumpang Number of passengers	Dalam Juta USD In million USD	<b>26,05</b>	<b>23,67</b>	<b>90,88</b>	24,84	19,97	80,39	6,40	14,85	231,85
Jumlah kargo Total Cargo	Ton Tons	<b>227.644</b>	<b>229.518</b>	<b>100,82</b>	301.793	170.939	56,64	151.719	187.305	123,46
Investasi Flight dan NonFlight Equipment Investment in Flight and Non-Flight Equipment	Dalam Juta USD In million USD	<b>683,37</b>	<b>233,564</b>	<b>34,2</b>	621,87	169,72	27,29%	515,70	291,20	56,47

## Kinerja Produksi Production Performance

Kategori Category	Satuan Unit	2024			2023			2022		
		Target	Realisasi Realization	Pencapaian (%) Achievement (%)	Target	Realisasi Realization	Pencapaian (%) Achievement (%)	Target	Realisasi Realization	Pencapaian (%) Achievement (%)
<b>Jumlah Penumpang</b> Number of Passengers										
Garuda Indonesia Domestik (Domestic)	Juta Million	9,16	8,76	95,64	8,56	6,61	77,20	5,35	4,79	89,52
Garuda Indonesia Internasional (International)	Juta Million	3,33	2,63	78,79	2,69	1,68	62,37	1,06	0,77	73,10
Citilink	Juta Million	13,55	12,28	90,63	13,58	11,68	85,99	14,01	9,29	66,32
Garuda Indonesia Group	Juta Million	26,05	23,67	90,88	24,84	19,97	80,40	20,41	14,85	72,75
<b>Jumlah Kargo</b> Total Cargo										
Garuda Indonesia Domestik (Domestic)	Ton Tons	84.175	81.347	96,64	112.078	64.404	57,46	81.575	70.550	86,49
Garuda Indonesia Internasional (International)	Ton Tons	60.318	61.775	102,42	116.768	41.101	35,20	70.144	49.965	71,23
Citilink	Ton Tons	83.151	86.395	103,90	72.948	65.434	89,70	96.860	66.789	68,95
Garuda Indonesia Group	Ton Tons	227.644	229.518	100,82	301.793	170.939	56,64	248.579	187.305	75,35

### Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi Pada Instrumen Keuangan atau Proyek Yang Sejalan Dengan Pembangunan Berkelanjutan [OJK F.3, IFRS S1-Metric and Target, IFRS S2-Metric and Target]

Tahun 2024 merupakan tahun keempat bagi Garuda Indonesia menerapkan POJK No.51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Peraturan tersebut antara lain mengatur tentang perlunya perusahaan publik menyelenggarakan program pembiayaan atau investasi pada instrumen atau proyek yang sejalan dengan keuangan/kegiatan berkelanjutan. Sesuai peraturan tersebut, kriteria program pembiayaan atau investasi yang sejalan dengan keuangan/kegiatan berkelanjutan adalah sebagai berikut:

1. mengutamakan upaya efisiensi dan efektivitas penggunaan sumber daya alam secara berkelanjutan;
2. mencegah/membatasi/mengurangi/memperbaiki kerusakan lingkungan hidup, peningkatan polusi, limbah, kerusakan ekosistem, dan ketidakadilan/kesenjangan sosial; atau
3. memberikan solusi bagi masyarakat yang menghadapi dampak perubahan iklim.

### Comparison of Targets and Performance of Portfolio, Financing Targets, or Investments in Sustainable Development [OJK F.3, IFRS S1-Metric and Target, IFRS S2-Metric and Target]

2024 marks the fourth year of Garuda Indonesia's implementation of POJK No. 51/POJK.03/2017 on the Application of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies. This regulation stipulates, among other things, that public companies must implement financing or investment programs in instruments or projects consistent with sustainable finance/activities. Following the regulation, such programs must meet the following criteria:

1. prioritizing sustainable efficiency and effectiveness in natural resource utilization;
2. preventing/limiting/reducing/repairing environmental damage, increased pollution, waste, ecosystem damage, and social inequality/inequity; or
3. providing solutions for communities affected by climate change.

Berdasarkan kriteria tersebut, Perseroan telah menyelenggarakan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK). Program ini merupakan bagian dari Program Tanggung Jawab Sosial dan Lingkungan (TJSL). Program Pendanaan UMK adalah program untuk meningkatkan kemampuan usaha mikro dan usaha kecil agar menjadi tangguh dan mandiri. Perseroan telah menetapkan target Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) dalam Rencana Kerja dan Anggaran Perusahaan (RKAP).

In line with these criteria, the Company has implemented the Micro and Small Business Funding Program (PUMK), which forms part of its Corporate Social and Environmental Responsibility (CSER) Program. The PUMK aims to enhance the capabilities of micro and small businesses to become resilient and independent. The Company has set specific PUMK targets within its Corporate Work Plan and Budget (RKAP).

Uraian Description	2024			2023			2022		
	Target	Realisasi Realization	Pencapaian Achievements	Target	Realisasi Realization	Pencapaian Achievements	Target	Realisasi Realization	Pencapaian Achievements
Program Pendanaan Usaha Mikro dan Usaha Kecil Micro and Small Business Funding Program	900.000.000	800.000.000	88,89%	1.152.660.076	1.000.000.000	86,76%	5.569.300.794	5.555.000.000	99,74%

## Nilai Ekonomi Langsung yang Dihasilkan dan Didistribusikan [GRI 201-1]

Garuda Indonesia telah mendistribusikan nilai ekonomi yang berasal dari nilai ekonomi yang dihasilkan. Nilai ekonomi yang dihasilkan berasal dari pendapatan dan manfaat pajak yang dimiliki. Sedangkan nilai ekonomi yang didistribusikan, Garuda Indonesia memiliki penandaan untuk setiap mata anggaran yang diajukan oleh setiap Divisi Teknis melalui *cost element*. Nilai ekonomi yang didistribusikan menggambarkan kewajiban Garuda Indonesia terhadap hak para pemangku kepentingan. Jumlah ekonomi yang ditahan berasal dari nilai ekonomi yang dihasilkan dikurangi dengan nilai ekonomi yang ditahan.

## Direct Economic Value Generated And Distributed [GRI 201-1]

Garuda Indonesia has distributed economic value derived from the value it generated. The generated economic value stems from revenue and tax benefits, while the distributed economic value reflects the allocation of funds tracked through budget line items proposed by each Technical Division, and categorized by cost element. This distribution represents Garuda Indonesia's obligations to fulfill stakeholder entitlements. The retained economic value is obtained by subtracting the distributed value from the total economic value generated.

### Tabel Nilai Ekonomi yang Dihasilkan dan Didistribusikan

Table of Economic Value Generated and Distributed

(dalam USD penuh)  
(in full USD)

Uraian Description	2024	2023	2022
<b>Nilai Ekonomi yang Dihasilkan</b> Economic Value Generated			
Pendapatan Usaha Operating Revenue	3.416.526.383	2.936.631.094	2.100.079.558
Pendapatan/(Beban) usaha lainnya Other operating Incomes/(Expenses)	55.189.342	371.753.907	4.762.269.607
Bagian atas hasil bersih entitas asosiasi Share of net income of associates	7.377.798	3.690.203	2.754.209
Pendapatan keuangan Financial income	9.207.260	6.068.038	2.138.080
Manfaat/(Beban) pajak Tax Benefits/(Expenses)	11.687.426	17.407.435	(198.489.700)
<b>Jumlah Nilai Ekonomi Dihasilkan</b> Total Economic Value Generated	<b>3.499.988.209</b>	<b>3.335.550.677</b>	<b>6.668.751.754</b>

## Tabel Nilai Ekonomi yang Dihasilkan dan Didistribusikan

### Table of Economic Value Generated and Distributed

(dalam USD penuh)  
(in full USD)

Uraian Description	2024	2023	2022
<b>Nilai Ekonomi yang Didistribusikan</b> Distributed Economic Value			
Beban Usaha (meliputi Beban Operasional Penerbangan, Beban Pemeliharaan dan Perbaikan, Beban Bandara, Beban Tiket, Penjualan dan Promosi, Beban Pelayanan Penumpang, Beban Administrasi dan Umum, Beban Operasional Hotel, Beban Operasional Transportasi, serta Beban Operasional Jaringan) Operating Expenses (including Aviation Operating Expenses, Maintenance and Repair Expenses, Airport Expenses, Ticketing Expenses, Sales and Promotion, Passenger Service Expenses, Administration and General Expenses, Hotel Operating Expenses, Transportation Operating Expenses, and Network Operating Expenses)	3.107.911.287	2.626.771.457	2.519.427.385
Beban keuangan Financial expenses	479.897.933	456.782.640	412.654.065
Pembayaran dividen Payment of dividends	-	-	-
Pengeluaran untuk masyarakat (CSR) Cost for the Community (CSR)	931.107	366.649	480.384
Jumlah Nilai Ekonomi Didistribusikan Total Economic Value Distributed	3.588.740.327	3.083.920.746	2.932.561.834
Nilai Ekonomi yang Ditahan Retained Economic Value	(85.752.118)	251.629.931	3.736.189.920

### Kewajiban Program Pensiun Manfaat Pasti dan Program Pensiun Lainnya [GRI 201-3]

Garuda Indonesia Grup menyelenggarakan program iuran pasti, program imbalan pasti dan imbalan kerja jangka panjang lain untuk semua karyawan yang memenuhi persyaratan, sebagaimana uraian berikut:

#### A. Imbalan Pascakerja

##### 1. Program Iuran Pasti

Garuda Indonesia dan entitas anak tertentu (GMFAA, ASI, dan CI) menyelenggarakan program pensiun iuran pasti untuk seluruh karyawan tetapnya. Program pensiun tersebut dikelola oleh Dana Pensiun Garuda Indonesia (DPGA), yang akta pendiriannya telah disahkan oleh Menteri Keuangan Republik Indonesia dengan Surat Keputusan No. KEP 403/KM.17/1999 tanggal 15 November 1999.

### Obligation of Defined Benefit Pension Program and Other Pension Programs [GRI 201-3]

The Garuda Indonesia Group provides a defined contribution program, defined benefit program, and other long-term employee benefits for all eligible employees, as outlined below:

#### A. Post-Employment Benefits

##### 1. Defined Contribution Program

Garuda Indonesia and certain subsidiaries (GMFAA, ASI, and CI) administer a defined contribution pension program for all permanent employees. This pension program is managed by the Garuda Indonesia Pension Fund (DPGA), established under a deed ratified by the Minister of Finance of the Republic of Indonesia through Decree No. KEP 403/KM.17/1999 dated November 15, 1999.

Sesuai ketentuan yang tercantum di dalam Perjanjian Kerja Bersama (PKB) tahun 2018 dinyatakan jika skema manfaat pensiun berdasarkan PKB dapat mempertimbangkan saldo Dana Pensiun Garuda Indonesia (DPGA) dan sebagai penyeimbang atas ketentuan tersebut Perusahaan mengikutsertakan pegawai dalam program pensiun iuran pasti yang iurannya sepenuhnya dibayarkan oleh Perusahaan melalui program DPLK BNI dan DPLK BRI. Pembayaran iuran program pensiun dilakukan secara proporsional, dengan porsi 7% ditanggung oleh Perusahaan dan 4% oleh Karyawan, berdasarkan penghasilan yang menjadi dasar perhitungan iuran.

Adapun beban iuran pasti Garuda Indonesia yang diakui dalam beban operasi tahun 2024 adalah sebesar USD11.378.240, meningkat dibandingkan tahun 2023 yang mencapai USD10.732.232.

## 2. Program Imbalan Pasti

Sementara itu, AWS menyelenggarakan program pensiun imbalan pasti untuk seluruh karyawan tetap yang berhak yang dikelola oleh Dana Pensiun Aero Wisata yang akta pendiriannya telah disahkan oleh Menteri Keuangan Republik Indonesia dengan Surat Keputusan No. KEP-03/KM.10/2012 tanggal 3 Januari 2012.

Garuda Indonesia dan entitas anak tertentu (GMFAA, STNI, ASI, AWS dan CI) juga memberikan imbalan kepada karyawan yang memenuhi persyaratan sesuai dengan Peraturan Perusahaan yang didasarkan pada Undang-undang Ketenagakerjaan No. 13 Tahun 2003. Tidak terdapat pendanaan terkait dengan imbalan kerja ini. Perusahaan, GMFAA dan ASI memperhitungkan akumulasi iuran yang dibayar kepada DPGA dan DPLK sebagai pengurang liabilitas program imbalan pasti yang dicadangkan sesuai dengan PP. Garuda Indonesia, GMFAA dan ASI hanya mengakui kekurangan antara imbalan yang tersedia dalam DPGA dan DPLK dan imbalan pascakerja sesuai dengan PP.

## 3. Imbalan Kesehatan Pasca Kerja

Garuda Indonesia menyelenggarakan program kesehatan untuk karyawan yang sudah pensiun dan keluarganya sesuai dengan peraturan Perusahaan. Perusahaan telah menghentikan imbalan kesehatan atas karyawan yang pensiun setelah 31 Desember 2013. Program kesehatan Perusahaan dikelola oleh Yayasan Kesehatan Garuda (“Yankesga”).

## B. Imbalan Kerja Jangka Panjang Lain

Garuda Indonesia, GMFAA, STNI, dan AWS memberikan penghargaan masa bakti kepada karyawan yang telah bekerja selama 20 tahun sesuai dengan kebijakan perusahaan. Tidak terdapat pendanaan terkait dengan imbalan kerja jangka panjang ini. Perhitungan imbalan kerja program imbalan pasti dan imbalan kerja jangka panjang lain dihitung oleh aktuaris independen, KKA Riana & Rekan.

As stated in the 2018 Collective Labor Agreement (PKB), the pension benefit scheme considers the balance of the Garuda Indonesia Pension Fund (DPGA). To complement these provisions, the Company enrolls employees in a defined contribution pension program, with contributions fully covered by the Company through DPLK BNI and DPLK BRI programs. Payment of pension plan contributions is made proportionally, with a portion of 7% borne by the Company and 4% by the Employee, based on income which is the basis for calculating contributions.

Garuda Indonesia’s defined contribution expense recognized in 2024 operating expenses amounted to USD11,378,240, an increase compared to the 2023 figure of USD10,732,232

## 2. Defined Benefit Program

Meanwhile, AWS administers a defined benefit pension program for all eligible permanent employees, managed by the Aero Wisata Pension Fund. This fund was established under a deed ratified by the Minister of Finance of the Republic of Indonesia through Decree No. KEP-03/KM.10/2012 dated January 3, 2012.

Garuda Indonesia and certain subsidiaries (GMFAA, STNI, ASI, AWS, and CI) provide benefits to employees who meet eligibility criteria under the Company Regulations, which are based on Labor Law No. 13 of 2003. However, there is no funding allocated for these employment benefits. The Company, GMFAA, and ASI calculate the accumulated contributions paid to DPGA and DPLK as a reduction of liabilities for the accrued defined benefit plan, in accordance with the Government Regulations. Garuda Indonesia, GMFAA, and ASI only recognize the shortfall between the benefits available in DPGA and DPLK, and the post-employment benefits required under the Government Regulations.

## 3. Post-Employment Healthcare Benefits

Garuda Indonesia administers a healthcare program for retired employees and their families following the Company Regulations. However, the Company discontinued healthcare benefits for employees who retired after December 31, 2013. This healthcare program is managed by the Garuda Health Foundation (“Yankesga”).

## B. Other Long-Term Employee Benefits

Garuda Indonesia, GMFAA, STNI, and AWS grant long-service awards to employees who have completed 20 years of service, as stipulated in the Company policy. These long-term employment benefits are unfunded. The calculation of benefits under the defined benefit plan, along with other long-term employment benefits, is performed by the independent actuarial firm KKA Riana & Rekan (Actuaries).

## Jumlah Karyawan yang Diikutsertakan Dalam Program Pensiun Number of Employees Participating In The Pension Program

Program Program	2024	2023	2022
Program Pensiun Iuran Pasti Defined Contribution Pension Program	1.917	2.036	2.183
Program Jaminan Hari Tua Old-Age Security Program	4.382	4.034	4.039

### Bantuan Finansial dari Pemerintah [GRI 201-4]

Pada tahun 2024, pasca restrukturisasi, Garuda Indonesia didukung oleh penambahan dana Penyertaan Modal Negara (PMN) sebesar Rp 7,5 triliun oleh Pemerintah yang direncanakan penggunaannya untuk mempercepat proses pemulihan Garuda Indonesia pascarestrukturisasi komprehensif. PMN tersebut diterima pada tanggal 20 Desember 2022. Sampai dengan Triwulan IV-2024, Garuda Indonesia telah mengutilisasikan Rp 7,5 triliun atau seluruh dana PMN tersebut untuk pembayaran aircraft maintenance and restoration, maintenance reserve, aircraft fuel, aircraft lease rent, dan restructuring costs. Dana PMN telah berhasil memperbaiki struktur permodalan dan meningkatkan kapasitas usaha Garuda Indonesia agar kedepannya menjadi perusahaan yang berkelanjutan.

Dana PMN tersebut yang rencananya akan dikonversi menjadi saham pada saat pelaksanaan Hak Memesan Efek Terlebih Dahulu (HMETD) dengan estimasi perhitungan sebagai berikut:

### Financial Assistance From The Government [GRI 201-4]

In 2024, following restructuring, Garuda Indonesia was supported by the addition of IDR7.5 trillion in State Equity Participation (PMN) from the Government, which was planned to be used to accelerate the Company's recovery process following comprehensive restructuring. The PMN funds were received on December 20, 2022. As of Q4 2024, Garuda Indonesia fully utilized the IDR7.5 trillion to cover aircraft maintenance and restoration, maintenance reserves, aircraft fuel, aircraft lease payments, and restructuring costs. The PMN funds have contributed to improving the Company's capital structure and strengthening its business capacity, ensuring its sustainability in the future.

The State Equity Participation (PMN) funds are planned to be converted into shares at the time of the Rights Issue, with the following estimated calculations:

Alokasi Dana PMN State Equity Participation Fund Allocation	Harga per Lembar saham Price per Share	Jumlah saham sebelum round down Number of Shares (Before Rounding)	Jumlah saham setelah round down Number of Shares (After Rounding)	Nilai PMN setelah rounded down jumlah saham State Equity Participation Fund Value (After Rounding)
7.500.000.000.000	196	38.265.306.122,45	38.265.306.122	7.499.999.999.912

Berdasarkan arahan dan tanggapan dari Otoritas Jasa Keuangan ("OJK") terkait jumlah saham yang ditawarkan Garuda Indonesia pada Penawaran Umum Terbatas II ("PUT II"), terjadi penyesuaian jumlah saham yang ditawarkan ke Pemerintah Republik Indonesia.

Based on the direction and response from the Financial Services Authority (OJK) regarding the number of shares offered by Garuda Indonesia in Limited Public Offering II (PUT II), an adjustment was made to the number of shares allocated to the Government of the Republic of Indonesia.

Jumlah Saham yang Ditawarkan Dalam PUT II Number of Shares Offered in PUT II	Pre OJK comment	Post OJK comment
	63.210.504.850	63.210.504.593

Ratio Simulation	Old Shares	New Shares	Rounded Down	Issued	Gap
	25.886.576.254	63.210.504.850			
Lower. with smallest gap	10.000.000	24.418.256.10	24.418.256	63.210.504.593	(257)

Ratio Simulation	Old Shares	New Shares	Rounded Down	Issued	Gap
	25.886.576.254	63.210.504.593			
Lower. with smallest gap	10.000.000	24.418.256.00	24.418.256	63.210.504.593	-

Atas penyesuaian jumlah saham tersebut, maka dana PMN hasil dari PUT II adalah sebesar IDR 7.499.999.969.336 dengan perhitungan sebagai berikut:

Following the adjustment in the number of shares, the PMN funds converted from PUT II amounted to IDR 7,499,999,969,336, with the following breakdown:

<b>Jumlah Saham yang Ditawarkan Dalam PUT II</b> Number of Shares Offered in PUT II	<b>63.210.504.593</b>
<b>Persentase kepemilikan Pemerintah sebelum PMHMETD</b> Government Ownership Percentage Before Rights Issue	<b>60,54%</b>
<b>Rasio</b>	<b>10.000.000</b>

Alokasi Dana PMN State Equity Participation Fund Allocation	Harga per lembar saham Price per Share	Jumlah HMETD Pemerintah Number of Rights Issued to the Government (Before Rounding)	Jumlah HMETD Pemerintah setelah rounded down Number of Rights Issued to the Government (After Rounding)	Nilai PMN setelah rounded down jumlah saham State Equity Participation Fund Value (After Rounding)
7.500.000.000.000	196	38.265.305.966.64	38.265.305.966	7.499.999.969.336

Adapun selisih antara dana yang diterima Garuda Indonesia dengan dana yang dikonversi menjadi saham yaitu sebesar IDR 30.576. Dana tersebut telah disetorkan kembali kepada kas Negara kembali pada tanggal 31 Desember 2022.

The difference of IDR30,576 between the funds received by Garuda Indonesia and the funds converted into shares was deposited back into the State Treasury on December 31, 2022.

Dana PMN hanya dapat digunakan untuk aktivitas sesuai dengan kriteria yang tertera pada *Use of Proceed* ("UOP") RPR yang telah disetujui oleh pemegang saham melalui Surat Kementerian BUMN Nomor: SR-307/MBU/S/09/2022 dan 003/DIR/TA/IX/2022 tanggal 16 September 2022 perihal Dukungan atas Pemuktahiran Rencana Penyelamatan melalui Restrukturisasi Final ("RPR Final") sebagai Rencana Bisnis PT Garuda Indonesia (Persero) Tbk 2022-2026 dan kajian PMN Garuda Indonesia. Total dana PMN yang telah digunakan sampai dengan 31 Desember 2024 adalah Rp7,5 triliun dari Rp7,5 triliun (100%), dimana UOP untuk biaya *Maintenance* dan Restorasi sudah digunakan sebesar Rp3,6 triliun, biaya restrukturisasi sebesar Rp0,37 triliun, biaya sewa Rp0,9 triliun, biaya bahan bakar Rp1,73 triliun, dan *Maintenance Reserve* Rp0,90 triliun telah digunakan sepenuhnya dan sesuai dengan persetujuan UOP oleh pemegang saham melalui Surat Kementerian BUMN Nomor: SR-307/MBU/S/09/2022 dan 003/DIR/TA/IX/2022.

The PMN funds were strictly allocated for activities in accordance with the criteria outlined in the RPR Use of Proceeds (UOP), as approved by the shareholders through the Ministry of SOEs Letter Number: SR-307/MBU/S/09/2022 and 003/DIR/TA/IX/2022 dated September 16, 2022. These documents outlined the Final Restructuring Plan (Final RPR), serving as the Business Plan for PT Garuda Indonesia (Persero) Tbk for 2022-2026, and the Garuda Indonesia PMN study. The total PMN fund utilized as of December 31, 2024, was IDR7.5 trillion out of IDR7.5 trillion (100%), where the UOP for Maintenance and Restoration amounted to IDR3.6 trillion, restructuring costs amounted to IDR0.37 trillion, rental costs amounted to IDR0.9 trillion, fuel costs amounted to IDR1.73 trillion, and Maintenance Reserve amounted to IDR0.9 trillion, all of which had been fully utilized and in accordance with the UOP approval by the shareholders through the Letter of the Ministry of State-Owned Enterprises No. SR-307/MBU/S/09/2022 and 003/DIR/TA/IX/2022

## Dampak Ekonomi Tidak Langsung

### Investasi Infrastruktur dan Dukungan Layanan

[GRI 203-1]

Sepanjang tahun 2024, Perseroan telah melakukan investasi infrastruktur dengan melakukan penambahan sebanyak 2 (dua) pesawat B737-800. Investasi ini ditujukan meningkatkan layanan penerbangan bagi seluruh masyarakat. Hal ini memberikan dampak kepada masyarakat berupa peningkatan aksesibilitas transportasi udara, konektivitas antarwilayah yang lebih baik, serta peningkatan kenyamanan dan keamanan penerbangan. Investasi infrastruktur yang dilakukan bersifat komersial, dengan tujuan untuk mendukung peningkatan pendapatan serta memperkuat daya saing Perseroan di industri penerbangan.

Selain itu, Garuda Indonesia juga memberikan investasi sosial berupa bantuan peningkatan sarana dan pra sarana melalui program Tanggung Jawab Sosial yang meliputi bantuan pembangunan jalan desa, renovasi tempat ibadah, pembangunan asrama, dan lainnya. Informasi bantuan sarana prasarana telah disampaikan secara rinci pada bagian Tanggung Jawab Sosial pada Laporan Keberlanjutan ini. Bantuan tersebut memberikan dampak positif berupa peningkatan aksesibilitas dan konektivitas wilayah, kenyamanan fasilitas umum, serta dukungan terhadap kegiatan sosial, pendidikan, dan keagamaan masyarakat, yang secara tidak langsung mendorong pertumbuhan ekonomi lokal dan memperkuat keharmonisan sosial di lingkungan sekitar. Investasi sosial ini diberikan secara pro bono, sebagai bentuk komitmen perusahaan terhadap pembangunan berkelanjutan dan pemberdayaan masyarakat.

### Dampak Ekonomi Tidak Langsung yang Signifikan [GRI 203-2]

## Indirect Economic Impacts

### Infrastructure Investment and Service Support

[GRI 203-1]

Throughout 2024, the Company has invested in infrastructure by adding 2 (two) B737-800 aircraft. This investment is intended to improve flight services for the entire community. This has an impact on the community in the form of increased accessibility of air transportation, better connectivity between regions, and increased comfort and safety of flights. The infrastructure investments made are commercial in nature, with the aim of supporting revenue generation and strengthening the Company's competitiveness in the aviation industry.

Garuda Indonesia also provides social investment in the form of assistance to improve facilities and infrastructure through the Social Responsibility program which includes assistance in the construction of village roads, renovation of places of worship, construction of dormitories, and others. Information on infrastructure assistance has been presented in detail in the Social Responsibility section of this Sustainability Report. This assistance has a positive impact in the form of increased accessibility and connectivity of the region, convenience of public facilities, as well as support for social, educational and religious activities of the community, which indirectly encourages local economic growth and strengthens social harmony in the surrounding environment. This social investment is provided pro bono, as a form of the company's commitment to sustainable development and community empowerment.

### Significant Indirect Economic Impact [GRI 203-2]

Program	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Signifikansi Dampak Impact Significance	Hasil Evaluasi SROI SROI Evaluation Results
<p>Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Penanaman Seribu Mangrove dan Revitalisasi Terumbu Karang di Pulau Sepuluh</p> <p>Synergy Program of CSER and UGM's Community Empowerment Learning Program (PPM) in Manyeuw Sub-District: Planting of One Thousand Mangroves and Coral Reef Revitalization in the Pulau Sepuluh</p>	<p>Masyarakat Kecamatan Manyeuw, Kabupaten Maluku Tenggara, Provinsi Maluku.</p> <p>Community of Manyeuw Sub-district, Southeast Maluku Regency, Maluku Province.</p>	<p>Dampak ekonomi tidak langsung dari Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw, yang melibatkan penanaman seribu mangrove dan revitalisasi terumbu karang di Pulau Sepuluh di antaranya meningkatkan kesadaran masyarakat pentingnya menjaga kelestarian alam, meningkatkan sektor pariwisata, memulihkan sumber daya alam untuk perikanan, peningkatan keterampilan dan peluang pekerjaan yang pada akhirnya berdampak pada peningkatan pendapatan masyarakat.</p> <p>The indirect economic impact of the TJSL Synergy Program of KKN PPM UGM Manyeuw Sub-district, which involves planting a thousand mangroves and revitalizing coral reefs in Ten Biggest Islands, includes increasing public awareness of the importance of preserving nature, improving the tourism sector, restoring natural resources for fisheries, increasing skills and job opportunities which ultimately have an impact on increasing community income.</p>	<p>10,7</p>

Program	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Signifikansi Dampak Impact Significance	Hasil Evaluasi SROI SROI Evaluation Results
<p>Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Renovasi Rumah Baca Manyeuw dan Seribu Buku untuk Manyeuw Synergy Program of CSER and UGM's Community Empowerment Learning Program (PPM) in Manyeuw Sub-District: Renovation of the Manyeuw Reading House and One Thousand Books for Manyeuw</p>	<p>Masyarakat Kecamatan Manyeuw, Kabupaten Maluku Tenggara, Provinsi Maluku. Community of Manyeuw Sub-district, Southeast Maluku Regency, Maluku Province.</p>	<p>Dampak atas program ini di antaranya meningkatkan akses pendidikan, meningkatkan angka literasi dengan meningkatkan minat baca anak-anak dan masyarakat sekitar. The impact of this program includes improving access to education, increasing literacy rates by increasing children's interest in reading and the surrounding community</p>	12,4
<p>Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw dan UMKM Synergy Program of CSER and UGM's Community Empowerment Learning Program (PPM) in Manyeuw District: Manyeuw Cultural and MSME Festival</p>	<p>Masyarakat Kecamatan Manyeuw, Kabupaten Maluku Tenggara, Provinsi Maluku. Community of Manyeuw Sub-district, Southeast Maluku Regency, Maluku Province.</p>	<p>Program ini memberikan dampak ekonomi masyarakat melalui peningkatan ekonomi lokal melalui UMKM dengan menciptakan peluang bisnis baru dan memperkenalkan produk lokal ke pasar yang lebih luas. Selain itu kegiatan ini memberikan dampak positif yaitu meningkatkan potensi pariwisata dengan memperkuat identitas budaya. This program has an economic impact on the community through improving the local economy through MSMEs by creating new business opportunities and introducing local products to a wider market. In addition, this activity has a positive impact on increasing tourism potential by strengthening cultural identity.</p>	14,01
<p>Kolaborasi 28 BUMN: Program Kolaborasi TJSL Olah Sampah Likupang Collaboration of 28 BUMN: Likupang Waste Processing TJSL Collaboration Program</p>	<p>Masyarakat Desa Pulisan, Desa Kinunang, dan Desa Marinsow, Likupang Timur, Kabupaten Minahasa Utara, Sulawesi Utara Communities of Pulisan Village, Kinunang Village, and Marinsow Village, East Likupang, North Minahasa Regency, North Sulawesi</p>	<p>Program TJSL Olah Sampah Likupang adalah program kolaborasi 28 BUMN yang ditujukan kepada masyarakat Desa Pulisan, Desa Kinunang, dan Desa Marinsow, Likupang Timur, Kabupaten Minahasa Utara, Sulawesi Utara dengan memberikan Bantuan Sosial berupa pendampingan masyarakat di 3 (tiga) desa yang memiliki garis pantai sebagai destinasi wisata super prioritas. Tiga Desa itu di antaranya Desa Marinsow, Desa Kinunang, Desa Pulisan di Kecamatan Likupang Timur. Program ini mengedepankan pengembangan ekonomi lokal melalui peningkatan kapasitas masyarakat setempat terutama dalam bidang pengelolaan wisata, pengolahan sampah, kewirausahaan dan ekonomi kreatif. Program TJSL Olah Sampah Likupang memberikan dampak ekonomi di antaranya adalah meningkatkan pendapatan masyarakat sekitar melalui penciptaan lapangan kerja, peningkatan nilai ekonomi sampah, peningkatan potensi wisata berkelanjutan serta peningkatan kualitas lingkungan. TJSL Waste Management Likupang Program is a collaborative program of 28 SOEs aimed at the people of Pulisan Village, Kinunang Village, and Marinsow Village, East Likupang, North Minahasa Regency, North Sulawesi by providing Social Assistance in the form of community assistance in 3 (three) villages that have coastlines as super priority tourist destinations. The three villages include Marinsow Village, Kinunang Village, Pulisan Village in East Likupang District. This program prioritizes local economic development through increasing the capacity of local communities, especially in the fields of tourism management, waste processing, entrepreneurship and creative economy. The TJSL Waste Management Likupang program has an economic impact including increasing the income of the surrounding community through job creation, increasing the economic value of waste, increasing the potential for sustainable tourism and improving environmental quality.</p>	3,20

Selain itu, Garuda Indonesia juga telah melakukan pengukuran atas dampak dan manfaat ekonomi atas dana PMN yang diterima oleh Perseroan. Pengukuran dan perhitungan realisasi dampak dan manfaat ekonomi dibantu oleh asesor pihak ketiga yaitu Pusat Studi Transportasi dan Logistik, Universitas Gadjah Mada (Pustral UGM). Berdasarkan laporan Pustral UGM tersebut, dampak dari investasi sektor riil seperti layanan penerbangan dapat berpengaruh pada sektor-sektor terkait, seperti sektor pariwisata, jasa, perdagangan, hotel dan restoran. Di sisi faktor produksi, layanan penerbangan juga menggerakkan layanan persewaan pesawat, perawatan, *catering* dan bahan bakar. Dari adanya kegiatan pada sektor lain tersebut akan meningkatkan pendapatan rumah tangga yang akhirnya meningkatkan *output* sektor tersebut. Peningkatan *output* sektor akan meningkatkan pula perekonomian secara luas.

Pustral UGM mengawali alur kegiatan dengan identifikasi input, yaitu besaran restrukturisasi PMN Garuda sebesar Rp7,5 triliun. Selanjutnya diidentifikasi manfaat penyelamatan yang ditunjukkan oleh pendapatan operasional yang bersumber dari laporan keuangan perusahaan. Berdasarkan hasil pengolahan, dihitung besaran *multiplier effect* yang mencerminkan dampaknya terhadap perekonomian secara luas melalui peningkatan PDB. Dengan memperhatikan besaran Biaya Pengembangan (Capex) dan Biaya Operasional (Opex) pada rentang waktu 5 tahun (2022-2026), selanjutnya manfaat ekonomi dikombinasikan dengan manfaat finansial menghasilkan tingkat kelayakan ekonomi yang ditunjukkan dengan besaran *Economic Net Present Value* (ENPV) dan *Economic Internal Rate of Return* (EIRR).

Analisis manfaat dan dampak ekonomi pada periode tahun 2024 yang dilakukan oleh Pustral UGM menghasilkan capaian ENPV adalah sebesar 116,38% dibanding target, sementara capaian EIRR sebesar 106,96% dibanding target. Hasil perhitungan ini menunjukkan bahwa PT Garuda Indonesia memiliki kinerja yang relatif baik pada tahun 2024 sehingga mampu mencapai target KPI yang ditetapkan pada indikator ekonomi secara makro.

## Praktik Pengadaan Barang dan Jasa [GRI 204-1]

Proses pengadaan barang dan jasa di Garuda Indonesia mengacu pada Surat Keputusan Direktur Utama tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Garuda Indonesia (Persero) Tbk serta Procurement Manual Issue 7 Rev 0. Kedua ketentuan ini memastikan bahwa seluruh kegiatan pengadaan dilakukan sesuai dengan peraturan perundang-undangan yang berlaku, termasuk pengadaan yang dilakukan di cabang luar negeri.

Garuda Indonesia melakukan pengadaan barang dan jasa secara efisien, efektif, kompetitif, transparan, adil & wajar, terbuka dan ekonomis. Hal ini berarti memastikan bahwa setiap pengadaan

Garuda Indonesia has also measured the economic impacts and benefits of the PMN funds received by the Company. The measurement and calculation of the realization of economic impacts and benefits is assisted by a third-party assessor, namely the Center for Transportation and Logistics Studies, Gadjah Mada University (Pustral UGM). Based on the Pustral UGM report, the impact of real sector investments, such as flight services, can influence related sectors, including tourism, services, trade, hotels, and restaurants. On the production side, flight services also drive aircraft leasing services, maintenance, catering, and fuel supply. Activities in these other sectors will increase household income, which in turn boosts the output of those sectors. This increased sector output will also drive broader economic growth.

Pustral UGM started the process by identifying the input, which was the amount of Garuda's PMN restructuring funds of IDR7.5 trillion. The next step was to determine the benefits of the rescue, reflected in operating income derived from the Company's financial statements. Based on the results of the processing, the multiplier effect was calculated to reflect its impact on the entire economy through an increase in GDP. By considering the development costs (Capex) and operating costs (Opex) over a 5-year period (2022-2026), the economic benefits were combined with financial benefits to generate an economic feasibility level, represented by the Economic Net Present Value (ENPV) and Economic Internal Rate of Return (EIRR).

The economic benefits and impacts analysis of 2024, conducted by Pustral UGM, resulted in an ENPV achievement of 116.38% compared to the target, while the EIRR achievement was 106.96% compared to the target. These calculations indicate that PT Garuda Indonesia performed relatively well in 2024, successfully meeting the KPI targets set in macroeconomic indicators.

## Procurement Practices of Goods and Services [GRI 204-1]

The procurement process at Garuda Indonesia is based on the Decree of the President and CEO on the Guidelines for the Implementation of Goods and Services Procurement within PT Garuda Indonesia (Persero) Tbk, as well as Procurement Manual Issue 7 Rev 0. These provisions ensure that all procurement activities are conducted in accordance with applicable laws and regulations, including procurement conducted at overseas branches.

Garuda Indonesia conducts its procurement of goods and services efficiently, effectively, competitively, transparently, fairly, and economically. This means ensuring that each procurement

yang dijalankan memberikan *Value for Money* bagi Perusahaan, dimana pengadaan bukan hanya sekedar mengenai harga terendah namun juga mencakup manfaat sosial, lingkungan, dan ekonomi yang dihasilkan dari produk atau layanan yang dipilih. Dengan pendekatan ini, Garuda Indonesia tidak hanya memastikan efisiensi biaya, tetapi juga berkontribusi pada keberlanjutan dan kesejahteraan masyarakat secara keseluruhan.

Garuda Indonesia terus berinovasi dalam proses pengadaan dengan menerapkan digitalisasi pengadaan, yang bertujuan untuk meningkatkan efisiensi, transparansi, dan akuntabilitas dalam setiap tahapan. Melalui penerapan sistem berbasis digital, proses pengadaan kini menjadi lebih cepat, akurat, dan terdokumentasi dengan baik, sekaligus memastikan kepatuhan terhadap prinsip tata kelola yang baik. Dalam Pengadaan di tahun 2024 telah berhasil mendapatkan *saving* senilai Rp3,31 triliun.

Garuda Indonesia berkomitmen untuk mendukung pertumbuhan ekonomi nasional dengan mengutamakan praktik pengadaan yang melibatkan pemasok lokal serta meningkatkan penggunaan Produk Dalam Negeri (PDN). Langkah ini sejalan dengan kebijakan pemerintah dalam mendorong Tingkat Komponen Dalam Negeri (TKDN), yang bertujuan untuk upaya mendukung pertumbuhan industri lokal dan memperkuat daya saing nasional. Selain itu, Garuda Indonesia juga berperan aktif dalam mendorong partisipasi pelaku usaha nasional, termasuk Usaha Mikro dan Usaha Kecil, agar semakin berkembang dan mampu bersaing di pasar yang lebih luas. Untuk tahun 2024, realisasi belanja Produk Dalam Negeri (PDN) mencapai Rp10,158 triliun atau 70,29% dari total Pengadaan Rp14,450 triliun. Ke depan, Garuda Indonesia akan terus memperkuat kolaborasi dengan pemasok lokal dan memperluas penggunaan PDN dalam setiap aspek pengadaan, sebagai bagian dari strategi untuk membangun ekosistem bisnis yang berdaya saing tinggi.

provides *Value for Money* for the Company, where procurement is not just about the lowest price but also includes the social, environmental, and economic benefits of selected products or services. With this approach, Garuda Indonesia not only ensures cost efficiency but also contributes to sustainability and the well-being of society as a whole.

Garuda Indonesia continues to innovate in its procurement process by implementing a digital procurement system to improve efficiency, transparency, and accountability at every stage. Implementing the digital-based system has made the procurement process faster, more accurate, and well-documented while ensuring compliance with good governance principles. In procurement for 2024, the Company successfully achieved savings amounting to IDR3.31 trillion.

Garuda Indonesia is committed to supporting national economic growth by prioritizing procurement practices that involve local suppliers and increasing the use of Domestic Products (PDN). These steps align with the government's policy to encourage the Domestic Component Level (TKDN), aiming to support the growth of local industries and strengthen national competitiveness. Additionally, Garuda Indonesia actively encourages the participation of national business actors, including Micro and Small Enterprises, to help them grow and compete in broader markets. In 2024, the realization of Domestic Product spending (PDN) reached IDR10.158 trillion, or 70.29% of the total procurement of IDR14.450 trillion. In the future, Garuda Indonesia will continue to strengthen collaborations with local suppliers and expand the use of PDN in every aspect of procurement as part of its strategy to build a high-competitiveness business ecosystem.

## Proporsi Pelibatan Pemasok, Jumlah Produk, Anggaran dan Realisasi Nilai Pengadaan untuk Pemasok Tahun 2024

Proportion of Supplier Involvement, Product Quantity, Budget, and Procurement Value Realization for Suppliers in 2024

Keterangan Description	Proporsi Pelibatan Pemasok dan Jumlah Produk Proportion of Supplier Involvement and Product Quantity				Proporsi Anggaran dan Realisasi Nilai Pengadaan Proportion of Budget and Procurement Value Realization					
	Jumlah Pemasok Number of Suppliers (%)	%	Jumlah Produk Product Quantity (%)	%	Anggaran (Rp Juta) Budget (in Million IDR)	%	Realisasi (Rp Juta) Realization (in Million IDR)	%	Pencapaian (%) Achievement (%)	Saving (Rp Juta) Saving (in Million IDR)
<b>Pemasok Barang</b> Supplier										
Nasional National	34	100%	42	100%	215.979	100%	171.004	100%	79%	44.975
Internasional International	-	-	-	-	-	-	-	100%	-	-
<b>Total</b>	<b>34</b>	<b>100%</b>	<b>42</b>	<b>100%</b>	<b>215.979</b>	<b>100%</b>	<b>171.004</b>	<b>100%</b>	<b>79%</b>	<b>44.975</b>

## Proporsi Pelibatan Pemasok, Jumlah Produk, Anggaran dan Realisasi Nilai Pengadaan untuk Pemasok Tahun 2024

Proportion of Supplier Involvement, Product Quantity, Budget, and Procurement Value Realization for Suppliers in 2024

Keterangan Description	Proporsi Pelibatan Pemasok dan Jumlah Produk Proportion of Supplier Involvement and Product Quantity				Proporsi Anggaran dan Realisasi Nilai Pengadaan Proportion of Budget and Procurement Value Realization					
	Jumlah Pemasok Number of Suppliers (%)	%	Jumlah Produk Product Quantity (%)	%	Anggaran (Rp Juta) Budget (in Million IDR)	%	Realisasi (Rp Juta) Realization (in Million IDR)	%	Pencapaian (%) Achievement (%)	Saving (Rp Juta) Saving (in Million IDR)
<b>Pemasok Jasa</b> Service Provider										
Nasional National	87	61%	115	67%	10.268.733	59%	9.968.058	18%	97%	300.675
Internasional International	55	39%	56	33%	7.206.719	41%	4.311.866	82%	60%	2.894.853
<b>Total</b>	<b>142</b>	<b>100%</b>	<b>171</b>	<b>100%</b>	<b>17.475.452</b>	<b>100%</b>	<b>14.279.924</b>	<b>100%</b>	<b>82%</b>	<b>3.195.528</b>

## Proporsi Pelibatan Pemasok, Jumlah Produk, Anggaran dan Realisasi Nilai Pengadaan untuk Pemasok Tahun 2023

Proportion of Supplier Involvement, Product Quantity, Budget, and Procurement Value Realization for Suppliers in 2023

Keterangan Description	Proporsi Pelibatan Pemasok dan Jumlah Produk Proportion of Supplier Involvement and Product Quantity				Proporsi Anggaran dan Realisasi Nilai Pengadaan Proportion of Budget and Procurement Value Realization					
	Jumlah Pemasok Number of Suppliers (%)	%	Jumlah Produk Product Quantity (%)	%	Anggaran (Rp Juta) Budget (in Million IDR)	%	Realisasi (Rp Juta) Realization (in Million IDR)	%	Pencapaian (%) Achievement (%)	Saving (Rp Juta) Saving (in Million IDR)
<b>Pemasok Barang</b>										
Nasional National	34	100%	38	100%	112.358	100%	107.008	100%	95%	5.350
Internasional International	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>34</b>	<b>100%</b>	<b>38</b>	<b>100%</b>	<b>112.358</b>	<b>100%</b>	<b>107.008</b>	<b>100%</b>	<b>95%</b>	<b>5.350</b>
<b>Pemasok Jasa</b>										
Nasional National	91	69%	129	76%	13.833.271	72%	12.063.329	74%	87%	1.769.942
Internasional International	40	31%	41	24%	5.342.878	28%	4.334.922	26%	81%	1.007.956
<b>Total</b>	<b>131</b>	<b>100%</b>	<b>170</b>	<b>100%</b>	<b>19.176.149</b>	<b>100%</b>	<b>16.398.251</b>	<b>100%</b>	<b>86%</b>	<b>2.777.898</b>

## Proporsi Pelibatan Pemasok, Jumlah Produk, Anggaran dan Realisasi Nilai Pengadaan untuk Pemasok Tahun 2022

Proportion of Supplier Involvement, Product Quantity, Budget, and Procurement Value Realization for Suppliers in 2022

Keterangan Description	Proporsi Pelibatan Pemasok dan Jumlah Produk Proportion of Supplier Involvement and Product Quantity				Proporsi Anggaran dan Realisasi Nilai Pengadaan Proportion of Budget and Procurement Value Realization						
	Jumlah Pemasok Number of Suppliers (%)	%	Jumlah Produk Product Quantity (%)	%	Anggaran (Rp Juta) Budget (in Million IDR)	%	Realisasi (Rp Juta) Realization (in Million IDR)	%	Pencapaian (%) Achievement (%)	Saving (Rp Juta) Saving (in Million IDR)	
<b>Pemasok Barang</b>											
Nasional National	28	82%	36	78%	15.666.080	95%	10.436.560	94%	67%	5.229.520	
Internasional International	6	18%	10	22%	773.657	5%	711.210	6%	92%	62.447	
<b>Total</b>	<b>34</b>	<b>100%</b>	<b>36</b>	<b>100%</b>	<b>16.439.737</b>	<b>100%</b>	<b>11.147.771</b>	<b>100%</b>	<b>68%</b>	<b>5.291.967</b>	
<b>Pemasok Jasa</b>											
Nasional National	80	65%	89	65%	1.480.163	73%	1.388.159	74%	94%	92.004	
Internasional International	43	35%	47	35%	534.968	27%	486.800	26%	91%	48.168	
<b>Total</b>	<b>123</b>	<b>100%</b>	<b>136</b>	<b>100%</b>	<b>2.015.131</b>	<b>100%</b>	<b>1.874.958</b>	<b>100%</b>	<b>93%</b>	<b>140.172</b>	

Pemasok nasional merupakan pemasok yang berdomisili di wilayah negara Republik Indonesia.

National suppliers are suppliers domiciled in the territory of the Republic of Indonesia.

### Pengadaan Berkelanjutan Sustainable Procurement

Pengadaan Garuda Indonesia telah mengintegrasikan aspek keberlanjutan ke dalam kriteria pemilihan vendor, memastikan bahwa pemasok dinilai berdasarkan kriteria lingkungan dan sosial. Aspek keberlanjutan yang dipertimbangkan antara lain mencakup tidak adanya penggunaan pekerja anak dibawah umur, kepatuhan terhadap hak asasi manusia, keselamatan dan kesehatan kerja (K3), pengelolaan limbah serta pengendalian tanggung jawab lingkungan, dan lainnya. Hal ini sejalan dengan kebijakan perusahaan atas Pengadaan Berkelanjutan antara lain mendorong pengadaan yang ramah lingkungan, mendukung pelaku usaha lokal dan UMKM, serta meningkatkan efisiensi sumber daya.

Garuda Indonesia's procurement process integrates sustainability aspects into the vendor selection criteria, ensuring that suppliers are evaluated based on environmental and social criteria. Sustainability aspects considered include the absence of child labor, compliance with human rights, occupational health and safety (OHS), waste management, environmental responsibility control, and more. This aligns with the Company's Sustainable Procurement Policy, which prioritizes eco-friendly procurement practices, supports local businesses and MSMEs, and enhances resource efficiency.

## Pengadaan Berkelanjutan Sustainable Procurement

Sejalan dengan kebijakan dan komitmen Perseroan, Garuda Indonesia telah menyelenggarakan *Vendor Gathering* dengan mensosialisasikan terkait program Sistem Manajemen Anti Penyipuan dan Pengadaan Berkelanjutan. Garuda Indonesia telah menjalankan program percontohan ekonomi sirkular melalui pengolahan kembali material bekas menjadi souvenir pada saat acara *Vendor Gathering* tersebut. Inisiatif ini tidak hanya mendukung keberlanjutan, tetapi juga menunjukkan komitmen Perseroan terhadap inovasi yang berdampak positif bagi lingkungan dan masyarakat.

Berkaitan dengan pengelolaan rantai pasok dalam pengadaan barang dan jasa, pada tahun 2024, Garuda Indonesia telah menyusun daftar kontraktor, pemasok atau pihak ketiga lainnya yang diklasifikasikan berdasarkan risiko dalam mengelola pekerjaan, yaitu berisiko tinggi, menengah, dan rendah.

Selain itu, untuk mengukuhkan transparansi dan menghindari benturan kepentingan, Perseroan menghindari pemasok yang memiliki benturan kepentingan antara pemasok yang pemilik dan atau pengurusnya memiliki hubungan dengan pegawai dan manajemen Garuda Indonesia. Selain itu, setiap pihak diwajibkan untuk menghindari korupsi, kolusi dan nepotisme, serta gratifikasi dalam bentuk apapun pada proses pengadaan barang dan jasa. Adapun persyaratan yang harus dipenuhi mitra/pemasok yang terlibat dalam proses pengadaan barang/jasa di Garuda Indonesia adalah sebagai berikut:

- Diutamakan memiliki badan hukum;
- Memenuhi aspek legalitas sesuai dengan bidang usahanya;
- Memiliki keahlian, pengalaman dan kemampuan teknis dan manajemen sesuai bidang usahanya;
- Memiliki sumber daya yang diperlukan sesuai dengan bidang usaha untuk menunjang kegiatan operasional Perusahaan;
- Tidak terlibat atau sedang menjalani sanksi pidana, serta tidak merupakan vendor yang masuk dalam kategori Black List oleh Lembaga dan/atau Perusahaan lainnya.

Garuda Indonesia menetapkan Sistem Penilaian Kinerja Pemasok untuk memastikan mutu dan perbaikan berkelanjutan dalam hubungan antara pemasok dengan Perseroan. Untuk itu, Perseroan secara periodik mengevaluasi kinerja pemasok berdasarkan kriteria yang ditetapkan, meliputi aspek kualitas, *service* dan *delivery* termasuk penilaian atas *Service Level Agreement* (SLA) sesuai dengan pemenuhan kewajiban Pemasok berdasarkan Perjanjian Kerja Sama yang merujuk pada ketentuan Internal Manajemen atau badan regulator/pemerintah. Hasil evaluasi kinerja akan menjadi dasar dalam penetapan *reward* dan *consequences* bagi pemasok, serta menjadi dasar dalam evaluasi Daftar Rekanan Garuda (AVL).

In line with the Company's policies and commitments, Garuda Indonesia has organized a Vendor Gathering to disseminate the Anti-Bribery Management System and Sustainable Procurement programs. Garuda Indonesia has also implemented a pilot circular economy program by recycling used materials into souvenirs during the Vendor Gathering event. This initiative not only supports sustainability but also demonstrates the Company's commitment to innovation that positively impacts both the environment and society.

Regarding supply chain management in the procurement of goods and services, in 2024, Garuda Indonesia compiled a list of contractors, suppliers, and other third parties classified based on the risk involved in managing tasks, which includes high, medium, and low-risk categories.

Furthermore, to uphold transparency and avoid conflicts of interest, the Company avoids suppliers whose owners and/or management have relations with Garuda Indonesia's employees and management. Additionally, all parties involved must avoid corruption, collusion, nepotism, and any form of gratuity during the procurement process of goods and services. The requirements for partners/suppliers involved in Garuda Indonesia's procurement process of goods and services are as follows:

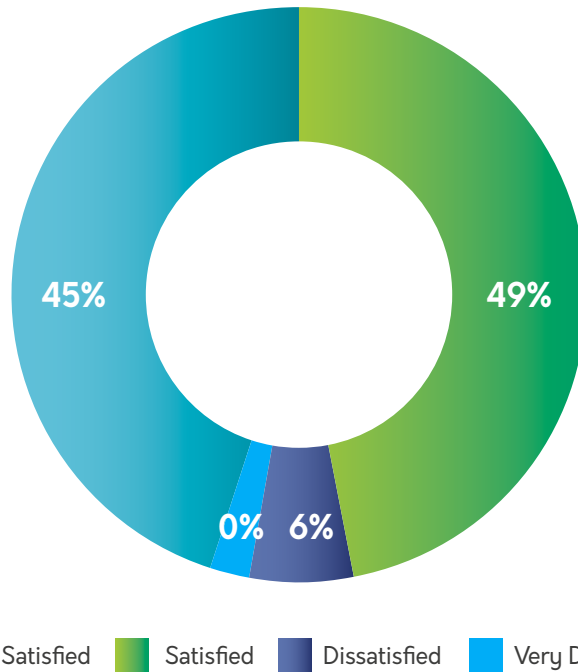
- Preferably being registered as a legal entity;
- Complying with legal aspects in accordance with their business sector;
- Possessing the expertise, experience, and technical and management capabilities in accordance with their business sector;
- Having the necessary resources in accordance with their business sector to support the operational activities of the Company;
- Not being involved in or undergoing criminal sanctions, nor being included in the blacklist of other institutions or companies.

Garuda Indonesia has established a Supplier Performance Evaluation System to ensure quality and continuous improvement in the relations between suppliers and the Company. Thus, the Company periodically evaluates supplier performance based on established criteria, including quality, service, and delivery, as well as assessments of Service Level Agreements (SLA) in line with the suppliers' fulfillment of obligations based on Cooperation Agreements, referencing Internal Management or regulatory/government institution provisions. Performance evaluation results form the basis for determining rewards and consequences for the suppliers and serve as the foundation for evaluating Garuda Indonesia's Approved Vendor List (AVL).

## Supplier Feedback Survey

Dalam rangka mewujudkan hubungan rasa saling percaya, Garuda Indonesia bertindak terbuka, adil, dan transparan serta memberikan kesempatan dan informasi yang sama kepada seluruh pemasok. Selain itu, Perseroan berkomitmen untuk memenuhi kesepakatan yang dibuat dengan mitra/pemasok. Dalam rangka mengukur tingkat kepuasan pemasok terkait transparansi, dan *fairness* pengadaan barang dan jasa, Perseroan melalui *Supplier Feedback Survey* secara berkala. Hasil survei tahun 2024 menunjukkan proses pengadaan serta kerja sama antara Garuda Indonesia dengan pemasok sudah berjalan secara transparan dan *fairness* dengan baik dan lancar.

o build relations based on mutual trust, Garuda Indonesia acts openly, fairly, and transparently, providing equal opportunities and information to all suppliers. Additionally, the Company is committed to fulfilling the agreements made with its partners/suppliers. To measure supplier satisfaction regarding transparency and fairness in the procurement of goods and services, the Company conducts periodic *Supplier Feedback Surveys*. In 2024, the survey indicates that the procurement process and collaboration between Garuda Indonesia and its suppliers have been carried out transparently, fairly, smoothly, and efficiently.



Di samping itu, Perseroan senantiasa melakukan evaluasi kinerja pemasok berdasarkan kriteria aspek kualitas, servis, dan *delivery* termasuk penilaian atas *Service Level Agreement (SLA)* sesuai dengan pemenuhan kewajiban pemasok berdasarkan perjanjian kerja sama yang merujuk kepada ketentuan internal manajemen atau badan regulator/pemerintah.

In addition, the Company consistently evaluates supplier performance based on criteria such as quality, service, and delivery, including assessments of *Service Level Agreements (SLAs)*. These evaluations align with suppliers' obligations under cooperation agreements, which adhere to internal management regulations or government regulatory requirements.

## Anti Korupsi

### Operasi – Operasi yang Dinilai Memiliki Risiko Terkait Korupsi [GRI 205-1]

Garuda Indonesia meyakini bahwa korupsi merupakan musuh bersama, sekaligus menjadi penghambat bagi lajunya pembangunan yang saat ini sedang dilakukan secara sungguh-sungguh dan berkelanjutan. Sikap dan komitmen Perseroan tersebut merupakan dukungan dan implementasi Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi, Surat Menteri Badan Usaha Milik Negara Nomor S-35/MBU/01/2020 tanggal 10 Januari 2020 tentang Implementasi Sistem Manajemen Anti Suap di BUMN sebagai Pelaksana Peraturan Presiden Nomor 54 Tahun 2018 tentang Strategi Nasional Pencegahan Korupsi, serta Surat Sekretaris Kementerian BUMN Nomor S-17/S.MBU/02/2020 tanggal 17 Februari 2020 tentang Sertifikasi ISO 37001 Sistem Manajemen Anti Penyuapan di BUMN. Pengelolaan anti korupsi, anti fraud, dan penegakkan etika dikoordinir oleh Corporate Secretary dan Governance.

Untuk mengukuhkan komitmen antikorupsi dan mengantisipasi secara tepat, Garuda Indonesia telah melakukan pemetaan dan mitigasi terhadap proses bisnis yang berisiko besar terjadi korupsi/penyuapan antara lain dalam proses pengadaan barang dan jasa umum, proses pengadaan pesawat, proses rekrutmen karyawan, pengelolaan keuangan, dan proses penyediaan layanan kepada pelanggan. Adapun terhadap potensi terjadinya tindakan korupsi/penyuapan, Perseroan telah mempersiapkan mitigasi yang diperlukan di antaranya menerapkan program pengendalian gratifikasi, kewajiban penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) oleh insan Garuda Indonesia yang diklasifikasikan sebagai wajib lapor), dan sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016.

Perseroan telah memiliki Kebijakan Anti-Fraud nomor JKTDZ/SKEP/50004/2024 yang mengatur sistem penanganan pengaduan dugaan pelanggaran (*Whistleblowing System/WBS*) di lingkungan Garuda Indonesia. Kebijakan ini mencakup pelaporan mengenai pengungkapan pelanggaran kode etik yang diterima melalui WBS, yang akan dilaporkan setiap 3 (tiga) bulan kepada Direktur GCG, Dewan Komisaris (termasuk jenis dan jumlah pelanggaran), serta FKAP (khusus untuk kasus penyuapan). Selain itu, laporan jumlah pelanggaran akan disampaikan setiap 6 (enam) bulan kepada Kementerian BUMN (KBUMN).

## Anti-Corruption

### Operations Considered To Have Corruption-Related Risks [GRI 205-1]

Garuda Indonesia believes that corruption is a common enemy and a barrier to the progress of development, which is currently being conducted thoughtfully and sustainably. This stance and commitment of the Company reflect its support for and implementation of Law No. 20 of 2001 on Amendments to Law No. 31 of 1999 on Eradication of the Criminal Act of Corruption, the Letter of the Ministry of SOEs No. S-35/MBU/01/2020, dated January 10, 2020, on the Implementation of an Anti-Bribery Management System in SOEs as the Executor of Presidential Regulation No. 54 of 2018 on the National Strategy for Corruption Prevention, and the Secretary Letter of Ministry of SOEs No. S-17/S.MBU/02/2020, dated February 17, 2020, on ISO 37001 Anti-Bribery Management System Certification in SOEs. Anti-corruption, anti-fraud, and ethics enforcement initiatives are coordinated by the Corporate Secretary and Governance Division.

To reinforce its anti-corruption commitment and ensure timely anticipation, Garuda Indonesia has conducted a mapping and mitigation of business processes that are at high risk of corruption/bribery, including the processes of general procurement of goods and services, aircraft procurement, employee recruitment, financial management, and customer service provision. Regarding the potential for corruption/bribery, the Company has prepared the necessary mitigation measures, including the implementation of a gratuity control program, the obligation for reporting State Officials' Wealth Reports (LHKPN) for Garuda Indonesia personnel classified as mandatory reporters, and ISO 37001:2016 Anti-Bribery Management System (SMAP) certification.

The Company has established an Anti-Fraud Policy numbered JKTDZ/SKEP/50004/2024 governing the system for handling reports of alleged violations (*Whistleblowing System/WBS*) within Garuda Indonesia. This policy outlines the reporting procedures for disclosures of ethical violations received through the WBS, which will be reported every 3 (three) months to the Director of GCG, the Board of Commissioners (including the type and number of violations), and the FKAP (specifically for cases of bribery). Furthermore, reports on the number of violations will be submitted every 6 (six) months to the Ministry of State-Owned Enterprises (KBUMN).

## Komunikasi dan Pelatihan Tentang Kebijakan dan Prosedur Anti-Korupsi [GRI 205-2]

Dalam menumbuhkan budaya anti korupsi di seluruh level organisasi, Garuda Indonesia telah melakukan sosialisasi dan pelatihan terkait anti korupsi kepada Dewan Komisaris, Direksi, mitra bisnis dan karyawan di seluruh wilayah operasional. Terkait dengan sosialisasi anti korupsi kepada mitra bisnis dilakukan melalui acara vendor/customer gathering atau event lainnya sejenis.

Perseroan melibatkan pemangku kepentingan dalam program antikorupsi termasuk di dalamnya program pengendalian gratifikasi antara lain meliputi mitra usaha, pelaku usaha/rekanan dan masyarakat lainnya melalui penerapan ketentuan anti gratifikasi dalam proses pemilihan vendor/mitra kerjasama maupun pencantuman klausul *anti bribery & corruption* dalam kontrak/perjanjian, melakukan sosialisasi terkait pengendalian gratifikasi dalam acara vendor/customer gathering atau event lainnya sejenis.

Perseroan telah melaksanakan sosialisasi anti korupsi dalam acara vendor gathering pada tanggal 12 November 2024 dengan dihadiri oleh 183 vendor. Dalam sosialisasi tersebut, Perseroan menyampaikan informasi terkait ketentuan pengendalian gratifikasi dan sistem manajemen anti penyuapan yang berlaku di Perseroan. Pada kesempatan ini, vendor menandatangani Pernyataan Komitmen Penerapan Program Anti Korupsi dan Anti Penyuapan sebagai komitmen untuk menjalankan proses bisnis yang bersih dari tindakan korupsi.

Selain itu, sosialisasi anti korupsi bagi karyawan dan mitra bisnis juga dilakukan melalui penandatanganan pakta integritas terkait penghindaran tindakan korupsi. Selanjutnya, khusus bagi mitra bisnis disosialisasikan melalui penjelasan proses pengadaan yang di dalamnya juga mengatur penghindaran tindakan korupsi.

## Communication and Training on Anti-Corruption Policies and Procedures [GRI 205-2]

To foster an anti-corruption culture at all organizational levels, Garuda Indonesia has conducted dissemination and training on anti-corruption for the Board of Commissioners, Board of Directors, business partners, and employees across all operational areas. The anti-corruption dissemination for business partners is conducted through vendor/customer gatherings or similar events.

The Company engages stakeholders in its anti-corruption initiatives, including gratuity control programs, by enforcing anti-gratification provisions in vendor/partner selection processes, incorporating anti-bribery & corruption clauses in contracts/agreements with business partners, vendors, and other stakeholders, and disseminating gratuity control during vendor/customer gatherings and similar events.

On November 12, 2024, the Company disseminated an anti-corruption campaign at a vendor gathering attended by 183 vendors. During this dissemination, the Company shared information on the gratuity control provisions and the anti-bribery management system applied within the Company. Vendors also signed a Statement of Commitment to Implementing Anti-Corruption and Anti-Bribery Programs, affirming their dedication to ethical business practices free from corruption.

Furthermore, anti-corruption dissemination for employees and business partners was reinforced by signing integrity pacts to avoid corrupt practices. For business partners, the Company emphasized corruption prevention by clarifying procurement processes that explicitly excluded unethical actions.

### Tabel Jumlah Dewan Komisaris dan Direksi yang telah mengikuti sosialisasi tentang Kebijakan dan Prosedur Anti-Korupsi

Table of Number of the Board of Commissioners and the Board of Directors who have attended dissemination on Anti-Corruption Policies and Procedures

Wilayah Work Area	Jumlah Total	Persentase Percentage
Garuda Head Office	10	100%

### Tabel Sosialisasi Kebijakan Anti Korupsi Bagi Karyawan

Table of Anti-Corruption Policy Dissemination for Employees

Kategori Karyawan Employee Category	Persentase Percentage
Seluruh pegawai di Head Office All employees at the Head Office	100%

## Tabel Sosialisasi Kebijakan Anti Korupsi/Pengendalian Gratifikasi Secara Langsung Berdasarkan Unit Kerja

Table of Direct Anti-Corruption/Gratuity Control Policy Dissemination Based on Work Unit

Unit Kerja Work Unit	Wilayah Kerja Work Area	Jumlah Karyawan Total Employees	Persentase Percentage
Unit Pengadaan Pesawat Aircraft Procurement Unit	Garuda Head Office	23 orang 23 people	100%
Unit Pengadaan Barang & Jasa Goods & Services Procurement Unit	Garuda Head Office	30 orang 30 people	100 %
Unit Umrah, Haji & Charter Umrah, Hajj, & Charter Unit	Garuda Head Office	57 orang 57 people	100%
Unit Corporate Security Corporate Security Unit	Garuda Head Office	30 orang 30 people	90%
Unit Cargo Commercial Cargo Commercial Unit	Garuda Head Office	50 orang 50 people	90%
<b>Jumlah Total</b>		<b>190 Orang 190 people</b>	

## Tabel Sosialisasi Kebijakan Anti Korupsi Bagi Mitra Kerja

Table of Anti-Corruption Policy Dissemination for Business Partners

Relasi Bisnis Business Relation	Jumlah Total	Persentase Percentage
Pemasok Barang Goods Suppliers	34	100%
Pemasok Jasa Service Providers	142	100%

**Keterangan:**

Proses pengadaan barang dan jasa dilakukan secara terpusat, sehingga seluruhnya berasal dari Kantor Pusat.

**Remark:**

The procurement of goods and services is conducted centrally, with all processes managed entirely by the Head Office.

Wilayah Area	UiC Tim SMAP* (Orang) UiC of the SMAP Team* (people)	Persentase Percentage
Pelatihan Sistem Manajemen Anti Penyuapan (SMAP) Anti-Bribery Management System (SMAP) Training	25 orang 25 people	100%

**Keterangan:**

\*UiC Tim SMAP terdiri dari Unit Pengadaan Barang & Jasa Umum, Unit Pengadaan Pesawat, Unit Corporate Secretary, Unit Corporate Security, Unit Internal Audit, Unit HC Operations, Government Relations & TJSL, Unit Organization Transformation, Unit Enterprise Risk Management dan Unit Treasury Management

**Description:**

The UiC of the SMAP Team consists of the General Procurement Unit, Aircraft Procurement Unit, Corporate Secretary Unit, Corporate Security Unit, Internal Audit Unit, HC Operations Unit, Government Relations & TJSL Unit, Organization Transformation Unit, Enterprise Risk Management Unit, and Treasury Management Unit.

## Tabel Pelatihan Kebijakan Anti Korupsi Berdasarkan Wilayah Kerja

Table of Anti-Corruption Policy Training by Work Area

Wilayah Kerja Work Area	Jumlah Karyawan Total Employees	Persentase Percentage
Garuda Head Office	190 orang 190 employees	96%

## Pelatihan Anti Korupsi untuk Direksi dan Dewan Komisaris pada Program Induksi

### Anti-Corruption Training for the Board of Directors and the Board of Commissioners at the Induction Program

Tanggal Date	Wilayah Work Area	Jumlah Total	Persentase Percentage
27 Mei 2024 May 27, 2024	Garuda Head Office	1	100%
28 Mei 2024 May 28, 2024	Garuda Head Office	1	100%
16 Agustus 2024 August 16, 2024	Garuda Head Office	1	100%
18 November 2024 November 18, 2024	Garuda Head Office	1	100%

### Insiden Korupsi yang Terbukti dan Tindakan yang Diambil [GRI 205-3]

Atas komitmen dan kesungguhan Garuda Indonesia dalam menerapkan budaya anti korupsi di seluruh lini bisnisnya, memberikan dampak positif berupa tidak terdapat insiden korupsi selama tahun 2024. Dengan demikian, tidak terdapat karyawan yang diberhentikan atau dihukum karena korupsi, kontrak mitra bisnis diakhiri karena korupsi, serta tidak terdapat kasus hukum terkait korupsi yang diajukan oleh publik terhadap Garuda Indonesia.

## Pajak

### Pendekatan Pajak [GRI 207-1]

Sebagai bagian dari komitmen Perseroan terhadap pembangunan berkelanjutan, Perseroan senantiasa memastikan bahwa praktik perpajakan selalu sesuai dengan ketentuan perundang-undangan perpajakan yang berlaku. Strategi dalam pengelolaan dan pengendalian pajak telah dilakukan secara internal oleh Perseroan. Perseroan telah membangun kebijakan dan strategi pajak yang disetujui dan ditinjau oleh Direktur Keuangan. Beberapa strategi pajak telah dijalankan, diantaranya pengajuan Surat Keterangan Bebas Pajak Penghasilan (SKB PPh) sehingga Perseroan dapat lebih baik dalam mengontrol kas. Selain itu Perseroan juga telah membuat proyeksi pembayaran setiap bulannya sebagai analisis dalam perencanaan keuangan Perseroan. Selanjutnya Perseroan telah membuat prosedur perpajakan guna mendukung kepatuhan dalam penerapan ketentuan perpajakan yang berlaku.

Strategi perpajakan disetujui dan ditinjau secara berkala oleh Direktur Keuangan, termasuk terkait penyetoran dan pelaporan pajak. Peninjauan dilakukan setiap tahun pada saat pelaporan SPT PPh Badan tahunan. Sementara itu, terkait dengan penyetoran pajak bulanan, akan ditinjau oleh Direktur Keuangan melalui pemantauan aliran kas (*cash flow*) yang tercermin dalam Manajemen Report, yang kemudian disampaikan dalam Rapat Direksi.

### Proven Corruption Incidents and Actions Taken [GRI 205-3]

Garuda Indonesia's commitment and determination to implement an anti-corruption culture throughout its business operations resulted in no corruption incidents in 2024. As a result, no employees were terminated or penalized for corruption, no business partner contracts were terminated due to corruption, and no legal cases related to corruption were filed by the public against Garuda Indonesia.

## Tax

### Tax Approach [GRI 207-1]

As part of the Company's commitment to sustainable development, the Company always ensures that its tax practices are in accordance with the prevailing tax laws and regulations. The Company internally handles strategies for tax management and control. The Company has developed tax policies and strategies approved and reviewed by the Director of Finance. Several tax strategies have been implemented, including the submission of an Income Tax Exemption Certificate (SKB PPh) to improve the Company's cash control. Additionally, the Company has created monthly tax payment projections as part of its financial planning analysis. The Company has also established tax procedures to support compliance with applicable tax provisions.

The tax strategy is approved and reviewed regularly by the Director of Finance, including in relation to tax remittance and reporting. The review is conducted annually at the time of filing the annual Corporate Income Tax Return. Meanwhile, related to monthly tax deposits, it will be reviewed by the Director of Finance through cash flow monitoring as reflected in the Management Report, which is then presented at the Board of Directors Meeting.

## Tata Kelola, Kontrol, Risiko Pengelolaan Pajak

[GRI 207-2]

Dalam menjalankan aktivitas bisnisnya, Perseroan senantiasa mematuhi seluruh peraturan yang relevan bagi aktivitas bisnisnya, khususnya dalam aspek perpajakan. Pendekatan yang dilakukan oleh Perseroan didasarkan dengan kepatuhan Perseroan terhadap seluruh peraturan perpajakan yang berlaku. Dalam pengelolaan pelaksanaan kegiatan perpajakan, Perseroan telah menetapkan sebagai berikut.

Pengelolaan pajak di Garuda Indonesia dilakukan oleh Divisi Tax & Customs Compliance, di bawah Direktur Keuangan dan Manajemen Risiko yang sekaligus merupakan badan tata kelola tertinggi yang secara resmi meninjau dan menyetujui strategi pajak Perusahaan. Sebagai wajib pajak, Perseroan berkomitmen untuk menghindari pelanggaran peraturan perpajakan agar tidak terkena sanksi administrasi, baik berupa sanksi denda administrasi, sanksi bunga, sanksi kenaikan, serta sanksi pidana atau kurungan.

Penerapan strategi pajak tidak lepas dari proses *monitoring* dan *reviu*. Perseroan melakukan pengelolaan risiko pajak melalui *monitoring* dan *rekonsiliasi* yang dilakukan oleh Accounting Group dan unit kerja terkait serta *reviu* berkala oleh Internal Auditor dan Eksternal Auditor (Kantor Akuntan Publik).

Perseroan telah memiliki pedoman perpajakan yang digunakan untuk pemenuhan kewajiban perpajakan. Kebijakan perpajakan mengacu pada prosedur perpajakan di Perseroan yang dibuat sesuai dengan ketentuan perundang-undangan perpajakan yang berlaku saat ini. Adapun prosedur perpajakan dibuat untuk dapat meningkatkan kepatuhan perpajakan.

Di samping itu, sebagai salah satu bagian dari perencanaan pajak, Divisi Tax & Customs Compliance melakukan sosialisasi tentang manajemen risiko pajak kepada seluruh insan Garuda Indonesia. Pada tahun 2024, sosialisasi dilakukan melalui melalui Sarana email Perusahaan. Terdapat kebijakan perpajakan baru yang akan diterapkan pada tahun 2025, sehingga pegawai yang menangani pajak Perseroan diikutsertakan dalam *training* atau sosialisasi yang diselenggarakan oleh Direktorat Jenderal Pajak. Namun demikian, Perseroan belum memiliki skema remunerasi dan insentif khusus yang ditujukan untuk orang-orang yang bertanggung jawab menerapkan strategi pajak.

Pada awal tahun 2024, terdapat ketentuan Tarif Efektif Rata-rata (TER) yang memudahkan perusahaan dalam menghitung Pajak Penghasilan (PPH) Pasal 21. Metode ini menyederhanakan proses penghitungan pajak karyawan, mengurangi kesalahan administrasi, dan meningkatkan efisiensi perusahaan selama masa penghitungan pajak dari Januari hingga November. Perseroan telah menerapkan ketentuan ini dalam perhitungan PPH Pasal 21 setiap bulannya.

## Tax Governance, Control, and Risk Management

[GRI 207-2]

In conducting its business activities, the Company consistently adheres to all relevant regulations, especially in taxation. The approach taken by the Company is based on compliance with all applicable tax regulations. In managing its tax activities, the Company has established the following:

The Tax & Customs Compliance Division conducts tax management at Garuda Indonesia under the Director of Finance and Risk Management, the highest governance body that officially reviews and approves the Company's tax strategy. As a taxpayer, the Company is committed to avoiding violations of tax regulations to prevent administrative penalties, including fines, interest, surcharges, and criminal sanctions or imprisonment.

The implementation of tax strategies is continuously monitored and reviewed. The Company manages tax risks through monitoring and reconciliation conducted by the Accounting Group and relevant work units, along with periodic reviews by the Internal Auditor and External Auditor (Public Accounting Firm).

The Company has established tax guidelines to fulfill its tax obligations. The tax policy refers to the Company's tax procedures, which are established under current tax laws and regulations. These tax procedures are implemented to enhance tax compliance.

Additionally, as part of tax planning, the Tax & Customs Compliance Division conducted a dissemination about tax risk management to all Garuda Indonesia personnel. In 2024, the dissemination was delivered via the Company's email system. A new tax policy would be implemented in 2025, and employees responsible for the Company's tax matters would be required to participate in training or dissemination organized by the Directorate General of Taxes. However, the Company had not yet established specific remuneration or incentive schemes for individuals tasked with implementing tax strategies.

In early 2024, the Average Effective Tax Rate (ETR) was introduced to streamline the calculation of Income Tax (Article 21). This method simplified employee tax calculations, reduced administrative errors, and enhanced operational efficiency during the tax computation period from January to November. The Company implemented this ETR provision in its monthly Article 21 Income Tax calculations.

## Keterlibatan Pemangku Kepentingan Dalam Mengatasi Permasalahan Terkait Pajak [GRI 207-3]

Stakeholder utama Perseroan dalam aspek perpajakan adalah Otoritas Pajak. Garuda Indonesia senantiasa membina hubungan baik dengan Otoritas Pajak, yang ditunjukkan dengan penerapan kepatuhan pada seluruh peraturan perpajakan yang berlaku termasuk dalam hal pembayaran dan pelaporan pajak. Dalam keterlibatannya dengan Otoritas Pajak, Perseroan tidak memiliki pendekatan advokasi dalam bidang perpajakan. Garuda Indonesia menjalankan proses pengumpulan dan evaluasi masukan dari pemangku kepentingan terkait isu perpajakan, termasuk melalui keterlibatan dalam seminar dan pelatihan yang melibatkan pihak eksternal.

## Pelaporan Pajak [GRI 207-4]

Berkaitan dengan laporan pajak, Perseroan hanya beroperasi di Indonesia dan tidak memiliki cabang atau kantor operasional di luar negeri. Dengan demikian, laporan perpajakan hanya dilakukan untuk Indonesia. Adapun pajak yang dibayarkan Perseroan tahun 2024 selengkapnya adalah sebagai berikut:

**Tabel Pembayaran dan Pelaporan Pajak**  
Table of Tax Payments and Reporting

Uraian Pajak Tax Description	(dalam USD) (in USD)		
	2024	2023	2022
PPh Pasal 25 Article 25 Income Tax	-	203.551	-
PPh Pasal 21 Article 21 Income Tax	58.272.964	30.767.762	17.391.049
PPh Pasal 22 Article 22 Income Tax	114.247	139.696	30.190
PPh Pasal 23 Article 23 Income Tax	6.427.669	15.390.527	5.118.203
PPh Pasal 26 Article 26 Income Tax	18.551.339	206.598	8.678
PPh Pasal 4 ayat 2 Article 4, paragraph 2 Income Tax	446.838	1.893.640	695.636
PPh Pasal 15 Article 15 Income Tax	691	69.124	-
PPh Pasal 29 Article 29 Income Tax	-	939.451	-
PPN VAT	135.181.237	172.350.654	53.307.615
Pajak Daerah, Bea Cukai dan Pajak Lainnya Local Taxes, Customs, and Other Taxes	422.214	12.413.382	1.849.856
<b>Total</b>	<b>219.417.199</b>	<b>234.374.386</b>	<b>78.401.227</b>

## Stakeholder Engagement in Addressing Tax Issues [GRI 207-3]

The Company's main stakeholder in the taxation aspect is the Tax Authority. Garuda Indonesia always maintains a good relationship with the Tax Authority, which is demonstrated by the implementation of compliance with all applicable tax regulations including tax payments and reporting. In its engagement with the Tax Authority, the Company does not have an advocacy approach in taxation. Garuda Indonesia implements a process of collecting and evaluating input from stakeholders on taxation issues, including through involvement in seminars and training involving external parties.

## Tax Reporting [GRI 207-4]

Regarding tax reporting, the Company operates solely in Indonesia and does not have branches or operational offices abroad. Therefore, tax reporting is only conducted in Indonesia. The taxes paid by the Company in 2024 are as follows:

## Tabel Dasar Pehitungan Pajak

Table of Tax Calculation Basis

(dalam USD)  
(in USD)

Keterangan Description	2024	2023	2022
Pendapatan Revenue	(2.246.183.565)	2.936.631.094	2.100.079.558
Laba Sebelum Pajak Profit Before Tax	(34.897.968)	234.589.145	3.935.160.004

## Kinerja Lingkungan Hidup

### Aspek Umum

#### Biaya Lingkungan Hidup [OJK F.4]

Garuda Indonesia berkomitmen untuk menjaga kelestarian lingkungan hidup. Sepanjang tahun 2024, Garuda Indonesia telah mengeluarkan biaya lingkungan hidup sebesar Rp2.994.858.963. Biaya tersebut merupakan biaya yang dikeluarkan sebagai kontribusi Perseroan terhadap lingkungan hidup yang disalurkan melalui berbagai kegiatan tanggung jawab sosial dan lingkungan selama tahun 2024. Adapun rincian biaya lingkungan hidup sebagai berikut.

### Tabel Rincian Biaya Lingkungan

Table of Details of the Environmental Costs

(Dalam Rupiah Penuh)  
(In Full Rupiah)

Keterangan Description	Biaya Cost
Bantuan PIPANISASI dan Sarana Pra Sarana Saluran Air, Kabupaten Boyolali, Jawa Tengah Pipianization and Waterway Pre-Facilities Assistance, Boyolali Regency, Central Java	80.000.000
Program Kolaborasi TJSL BUMN Pelita Warna Tahun 2024 SOE JJSL Collaboration Program Pelita Warna Year 2024	25.000.000
Bantuan Pembangunan Sarana Air Bersih (SAB) Desa Buniayu Kecamatan Sukamulya Assistance in the Construction of Clean Water Facilities (SAB) Buniayu Village, Sukamulya Sub-district	200.000.000
Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Revitaliasi Air Bersih dan Instalasi Pemanen Air Hujan TJSL Synergy Program of KKN PPM UGM Manyeuw District: Clean Water Revitalization and Rainwater Harvesting Installation	14.360.000
Relawan Bakti BUMN Batch VI Nias: Pembuatan rumah kelola sampah & pelatihan pemilahan sampah Bakti BUMN Batch VI Nias Volunteers: Waste management house construction & waste sorting training	76.236.050
Kolaborasi Pengelolaan Sampah Terpadu Desa Cikole Lembang Integrated Waste Management Collaboration in Cikole Lembang Village	75.000.000
Program Waste Management bersama Plasticpay Waste Management Program in collaboration with Plasticpay	204.081.633
Program GA Sustainability Penanaman Mangrove bersama BenihBaik Mangrove Planting, a GA Sustainability Program in collaboration with BenihBaik	471.375.000

## Environmental Performance

### General Aspect

#### Environmental Costs [OJK F.4]

Garuda Indonesia is committed to preserving the environment. Throughout 2024, Garuda Indonesia has incurred environmental costs amounting to IDR 2,994,858,963. These costs were incurred as the Company's contribution to the environment, which was channeled through various social and environmental responsibility activities during 2024. The details of environmental costs are as follows.

## Tabel Rincian Biaya Lingkungan

### Table of Details of the Environmental Costs

(Dalam Rupiah Penuh)  
(In Full Rupiah)

Keterangan Description	Biaya Cost
Talkshow Flight Path to Sustainability: Planting the Future Talkshow Flight Path to Sustainability: Planting the Future	35.937.500
Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Penanaman Seribu Mangrove dan Revitalisasi Terumbu Karang di Pulau Sepuluh TJSL Synergy Program of KKN PPM UGM Manyeuw District: Planting a Thousand Mangroves and Revitalizing Coral Reefs on Island	16.800.000
Relawan Bakti BUMN Batch VI Nias: Penanaman 1000 bibit pohon produktif Batch VI Nias SOE Volunteers: Planting 1000 productive tree seedlings	83.940.530
Partisipasi Penanaman Mangrove bulan PRB Disaster Risk Reduction (DRR) Month Mangrove Planting Participation	28.000.000
Kolaborasi TJSL BUMN Ata Modo Collaboration of SOE TJSL Ata Modo	90.000.000
Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Pelepasliaran Penyu untuk Konservasi Habitat Penyu Hijau TJSL Synergy Program of KKN PPM UGM Manyeuw District: Turtle Release for Green Turtle Habitat Conservation	7.000.000
Smart Farming Garuda media Hidroponik: Pembangunan Green House untuk budidaya hidroponik Smart Farming Garuda Hydroponic media: Construction of Green House for hydroponic cultivation	130.450.000
Biaya CORSIA Verification (proses untuk memastikan kepatuhan terhadap peraturan emisi penerbangan internasional) CORSIA Verification fee (process to ensure compliance with international aviation emissions regulations)	71.678.250
Biaya Pembayaran dan Pengelolaan Air di Pesawat Airplane Water Payment and Management Fee	1.385.000.000
<b>TOTAL</b>	<b>2.994.858.963</b>

## Aspek Material

### Penggunaan Material yang Ramah Lingkungan [OJK F.5]

Dalam menjalankan aktivitas operasionalnya, Garuda Indonesia telah menggunakan SAF atau Bioavtur sebagai penunjang bahan bakar pesawat. Garuda Indonesia juga telah senantiasa memanfaatkan penggunaan teknologi digital sebagai media bertukar informasi di lokasi operasional Perseroan. Di samping itu, Garuda Indonesia telah menggunakan material ramah lingkungan sebagai berikut:

- Recycle Seat Cover menjadi Amenity Pouch**  
Garuda Indonesia mendaur ulang sarung kursi bekas dari kabin kelas ekonomi dan bisnis menjadi *pouch amenity* yang menarik dan fungsional. Proyek ini dilakukan bersama mitra lokal dan melibatkan pengrajin dari komunitas pengungsi, mendukung tujuan inklusi sosial dan pemberdayaan ekonomi sesuai SDGs Tujuan 8 dan 10. Sebanyak 300 sarung kursi telah dikonversi menjadi 1.200 *pouch*. Tantangan utama

## Material Aspect

### Use of Environmentally Friendly Materials [OJK F.5]

In conducting its operational activities, Garuda Indonesia has used SAF or Bioavtur to support aircraft fuel. Garuda Indonesia has also always utilized the use of digital technology as a medium for exchanging information at the Company's operational locations. Garuda Indonesia has also used the following environmentally friendly materials:

- Recycle Seat Cover into Amenity Pouch**  
Garuda Indonesia recycles used seat covers from economy and business class cabins into attractive and functional amenity pouches. The project was conducted with local partners and involved artisans from refugee communities, supporting the goals of social inclusion and economic empowerment as per SDGs Goals 8 and 10. A total of 300 seat covers were converted into 1,200 pouches. The main challenges were the

adalah desain dan kualitas akhir produk agar tetap menarik dan tidak terkesan sebagai barang bekas, serta keterbatasan waktu produksi yang hanya kurang dari empat bulan dari perencanaan hingga implementasi.

design and final quality of the product to keep it attractive and not appear as second-hand goods, as well as the limited production time of less than four months from planning to implementation.



2. *Seat Cover from Recycle Material (on specific aircraft)*

Garuda Indonesia menerapkan prinsip sirkularitas dalam desain interior kabin dengan menggunakan sarung kursi dari bahan daur ulang, berupa kombinasi *virgin wool* dan *recycled wool*. Langkah ini tidak hanya mengurangi limbah tekstil, tetapi juga menurunkan konsumsi bahan mentah baru. Sarung kursi ini terbukti mampu menghemat konsumsi bahan bakar sebesar 7,722 kg per 200 jam terbang dan menurunkan emisi karbon sekitar 24,4 kgCO<sub>2</sub>e. Program ini telah diterapkan pada 150 kursi kelas ekonomi dan 12 kursi bisnis di 1 pesawat B737-800 NG.

2. *Seat Cover from Recycle Material (on specific aircraft)*

Garuda Indonesia applies the principle of circularity in cabin interior design by using seat covers made from recycled materials, a combination of *virgin wool* and *recycled wool*. This move not only reduces textile waste, but also lowers the consumption of new raw materials. These seat covers are proven to save 7.722 kg of fuel consumption per 200 flight hours and reduce carbon emissions by approximately 24.4 kgCO<sub>2</sub> e. The program has been implemented on 150 economy class seats and 12 business seats on 1 B737-800 NG aircraft.



3. *Eco-friendly Cutleries and Paper Cup*

Dalam upaya mengurangi penggunaan plastik sekali pakai di kabin, Garuda Indonesia memperkenalkan alat makan kayu dan wadah makanan berbasis kertas yang bersertifikasi halal, *food grade*, *compostable*, dan bebas PFAS. Inisiatif ini terbukti mempercepat proses penguraian limbah catering inflight; kayu terurai dalam 3 bulan dan wadah kertas dalam 2-5 bulan, jauh lebih cepat dibanding plastik. Pada 2024, sebanyak 80.000 *wooden cutleries* dan 2.100.000 *paper cup* digunakan di keseluruhan penerbangan Garuda Indonesia. Kendalanya adalah kualitas produk yang belum seragam serta biaya yang lebih tinggi dibanding produk konvensional, namun manfaat jangka panjang terhadap lingkungan jauh lebih besar.

3. *Eco-friendly Cutleries and Paper Cup*

In an effort to reduce the use of single-use plastics in the cabin, Garuda Indonesia introduced halal-certified, food-grade, compostable and PFAS-free wooden cutlery and paper-based food containers. This initiative is proven to accelerate the decomposition process of inflight catering waste; wood decomposes in 3 months and paper containers in 2-5 months, much faster than plastic. By 2024, 80,000 *wooden cutleries* and 2,100,000 *paper cups* were used across all Garuda Indonesia flights. The constraints are that the product quality is not uniform and the cost is higher than conventional products, but the long-term benefits to the environment are much greater.

- *Eco-friendly Cutleries Domestic*  
Sudah diimplementasikan di kelas ekonomi di semua rute domestik.
- *Eco-friendly Cutleries International*  
Sudah diimplementasikan di kelas ekonomi pada beberapa penerbangan internasional; KUL, HKG, CAN, BKK, DOH, JED, MED

- *Eco-friendly Cutleries Domestic*  
Already implemented in economy class on all domestic routes.
- *Eco-friendly Cutleries International*  
Already implemented in economy class on several international flights; KUL, HKG, CAN, BKK, DOH, JED, MED



- *Eco-friendly Paper Cup*  
Dipakai di kelas ekonomi pada semua rute (domestik dan internasional) penyajian hot meal

- *Eco-friendly Paper Cup*  
Used in economy class on all routes (domestic and international) serving hot meals



4. *Recycle navigation bag to Electronic Flight Bag (EFB) Bag*  
Digitalisasi dokumen penerbangan mendorong Garuda Indonesia untuk mengubah tas navigasi yang tidak terpakai menjadi tas EFB/iPad. Inisiatif ini mengurangi limbah kulit sintetis dan lebih hemat biaya hingga 32% dibanding membeli tas baru dan mengurangi 14% limbah kulit sintetis. Dari 207 *navigation bag*, berhasil diubah menjadi 90 EFB bag yang telah disesuaikan di seluruh tipe pesawat Garuda Indonesia, serta turut mendukung efisiensi bahan bakar dan emisi pesawat pada periode September–Desember 2024.

4. *Recycle navigation bag to Electronic Flight Bag (EFB) Bag*  
The digitization of flight documents prompted Garuda Indonesia to convert unused navigation bags into EFB/iPad bags. This initiative reduces synthetic leather waste and is 32% more cost-effective than buying new bags and reduces synthetic leather waste by 14%. Out of 207 *navigation bags*, 90 EFB bags were successfully converted into 90 EFB bags that have been adapted to all types of Garuda Indonesia aircraft, and helped support fuel efficiency and aircraft emissions in the September–December 2024 period.



## Aspek Energi

### Jumlah dan Intensitas Energi yang Digunakan

[OJK F.6, GRI 302-1, 302-2, 302-3, TR-AL-110a.3, TR-AF-110a.3]

Dalam laporan ini, penggunaan listrik merujuk pada penggunaan di Gedung Manajemen Garuda Indonesia, Garuda City, Bandar Udara Internasional Soekarno-Hatta, Tangerang, Banten. Data penggunaannya bersumber dari pencatatan kWh meter yang dikeluarkan oleh PT PLN (Persero) sehingga akurasi terpercayanya.

Garuda Indonesia memerlukan avtur sebagai energi dan sumber penggerak mesin pesawat. Avtur adalah bahan bakar jenis khusus berbasis dari minyak bumi, yang kualitasnya lebih tinggi dari bahan bakar yang digunakan dalam moda transportasi lain. Oleh karena bersumber dari minyak bumi, maka avtur termasuk dalam kategori energi tak terbarukan, yang ketersediaannya kian terbatas. Sampai dengan akhir 2024, Garuda Indonesia tidak mengonsumsi dan menjual energi pemanas, pendingin dan uap serta tidak menjual energi listrik. Perseroan juga belum menggunakan energi terbarukan di tahun 2024. Penggunaan energi berasal dari seluruh wilayah operasional Garuda Indonesia. Adapun penggunaan energi sebagai berikut.

### Tabel Intensitas Pemakaian Energi

Table of Energy Consumption Intensity

Energi Energy	Satuan Unit	2024	2023	2022
<b>Listrik</b> Electricity				
Listrik Electricity	kWh	15.762.094,37	7.105.068	6.689.375
	Gigajoules	56.743,54	25.578,24	24.081,75
<b>BBM</b> Fuel Oil				
Avtur	Dalam Juta Liter In Million Liters	889,74	680,78	429,20
	Gigajoules	35.765.437	27.365.741	17.252.822
Solar Diesel	Liter	62.391,19	28.844	14.057
	Gigajoules	2.507,98	1.038,38	506,05
Bensin Gasoline	Liter	2.627.891	2.355.558	1.691.497
	Gigajoules	105.634,98	77.733,41	55.819,40
<b>Total</b>	Gigajoules	<b>35.873.580</b>	<b>27.470.091,03</b>	<b>17.333.229,20</b>
<b>Total Pendapatan</b> Total Revenue	USD	<b>3.416.526.383</b>	<b>2.936.631.094</b>	<b>2.100.079.558</b>
<b>Total Penumpang</b> Total Passengers	Penumpang Passengers	<b>23,67</b>	<b>24,84</b>	<b>14,85</b>
<b>Intensitas Pemakaian Energi/Pendapatan</b> Energy Consumption Intensity/Revenue	Gigajoule/ USD	<b>0,011</b>	<b>0,009</b>	<b>0,008</b>

## Energy Aspect

### Total Energy Consumption and Intensity [OJK F.6, GRI 302-1, 302-2, 302-3, TR-AL-110a.3, TR-AF-110a.3]

In this report, electricity usage refers to the consumption at the Garuda Indonesia Management Building, Garuda City, Soekarno-Hatta International Airport, Tangerang, Banten. The data is sourced from the kWh meter readings provided by PT PLN (Persero), ensuring its accuracy.

Garuda Indonesia requires aviation turbine fuel (avtur) as energy and as a means of propulsion for aircraft engines. Avtur is a special type of fuel derived from petroleum, which is of higher quality than fuels used in other modes of transportation. Since it is derived from petroleum, avtur is categorized as a non-renewable energy, the availability of which is increasingly limited. As of the end of 2024, Garuda Indonesia did not consume or sell heating, cooling, or steam energy or electricity. The Company has not yet used renewable energy in 2024. Energy use comes from all operational areas. The use of energy as follows:

## Tabel Intensitas Pemakaian Energi Table of Energy Consumption Intensity

Energi Energy	Satuan Unit	2024	2023	2022
Intensitas Pemakaian Energi/Produksi Energy Consumption Intensity/Production	Gigajoules /Juta penumpang Gigajoule/Million Passengers	1,52	1,11	1,17

**Keterangan:**

Konversi kWh ke Gigajoule: <https://hextobinary.com/unit/energy/from/gasoline/to/gigajoule>

Konversi liter/kiloliter ke Gigajoule merujuk pada <https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-gigajoule.htm>

Nilai kalor atau faktor energi berdasarkan Pedoman Penyelenggaraan Inventarisasi Gas Rumah Kaca Nasional, Buku II – Volume 1, KemenLH Tahun 2012

**Description:**

Conversion from kWh to Gigajoules: <https://hextobinary.com/unit/energy/from/gasoline/to/gigajoule>

Conversion from liter/kiloliter to Gigajoule: <https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-gigajoule.htm>

Calorific value or energy factor based on the National Greenhouse Gas Inventory Guidelines, Book II – Volume 1, Ministry of Environment and Forestry, 2012

Energi Energy	Satuan Unit	2024	2023	2022
Listrik Electricity	Gigajoules	56.743,54	25.578,24	24.081,75
Penggunaan BBM Fuel Oil Consumption	Gigajoules	264.038,92	78.771,80	56.444,31
Jumlah Penggunaan Energi Total Energy Consumption	Gigajoules	320.782,46	104.350,04	80.526,06
Jumlah Karyawan Total Employees	Karyawan Employees	1.082	1.072	1.017
Intensitas Konsumsi Energi (IKE) Energy Consumption Intensity (IKE)	Gigajoules/ Karyawan Gigajoules/Employee	296,47	97,34	79,18

**Keterangan:**

Jumlah karyawan merupakan karyawan di Kantor Pusat

**Remark:**

The employee count refers to personnel based at the Head Office

Garuda Indonesia belum melakukan pengukuran konsumsi energi di luar organisasi yang digunakan pemasok atau mitra, karena dalam perjanjian kerja sama dengan pemasok tidak terdapat ketentuan mengenai pencatatan volume energi yang digunakan oleh mitra. Namun demikian, sesuai dengan Standar Akuntansi dan Pelaporan Rantai Nilai Korporat (Cakupan 3) Protokol GRK (Gas Rumah Kaca), Garuda Indonesia melakukan identifikasi konsumsi energi yang relevan di luar organisasi, yaitu kategori hulu berupa perjalanan bisnis, terkhusus perjalanan dengan menggunakan pesawat terbang.

Dalam laporan ini, perjalanan dinas dengan pesawat terbang untuk tahun 2024 dan 2023 merujuk pada penerbangan Dewan Komisaris, Direksi dan seluruh karyawan, sedangkan tahun 2022 hanya merujuk pada penerbangan Dewan Komisaris dan Direksi. Volume energi atau bahan bakar yang dikonsumsi dari perjalanan dinas dengan pesawat terbang.

Garuda Indonesia has not yet measured the energy consumption outside the organization used by suppliers or partners, as there is no provision in the cooperation agreements with suppliers for recording the volume of energy consumed by partners. However, in line with the Corporate Value Chain Reporting Standard (Scope 3) of the Greenhouse Gas (GHG) Protocol, Garuda Indonesia has identified relevant energy consumption outside the organization, specifically the upstream category from business travel, particularly travel by aircraft.

In this report, business travel by aircraft in 2024 and 2023 refers to flights for the Board of Commissioners, Board of Directors, and all employees, while in 2022, it only refers to flights for the Board of Commissioners and Board of Directors. The volume of energy or fuel consumed from business travel by aircraft is as follows:

Keterangan Description	Satuan Unit	2024	2023	2022
Total Perjalanan Total Travel	Perjalanan Travel	4.432	1.358	172
Total Jarak Total Distance	Kilometer	12.306.982	4.104.361	403.529
Total BBM Total Fuel Oil	Liter	91.535.754	41.026.294	3.663.650
Total Energi Total Energy	Gigajoule	3.130.522	1.649.188	147.284

Keterangan:  
Konversi liter ke Gigajoules: <https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-gigajoule.htm>  
Description:  
Conversion from liter to Gigajoule: <https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-gigajoule.htm>

### Upaya dan Pencapaian Efisiensi Energi dan Penggunaan Energi Terbarukan [OJK F.7, F.12, GRI 302-4, 302-5]

Garuda Indonesia berkomitmen untuk senantiasa melakukan upaya efisiensi energi sebagaimana tertuang dalam OSH&E Policy. Dalam mencapai efisiensi energi, Garuda Indonesia mengambil kebijakan untuk melakukan penghematan penggunaan avtur tanpa mengganggu operasional dan layanan penerbangan. Program tersebut yaitu program *fuel optimization*. Melalui program ini, selama tahun 2024, Perseroan berhasil menghemat penggunaan avtur sebanyak 15.390.042 liter atau setara dengan pengurangan emisi sebesar 48.831.530 kgCO<sub>2</sub>. Pengurangan energi per kuantitas produksi Garuda Indonesia yaitu sebesar 22,52 gigajoule/juta penumpang. Penghematan avtur melalui program *fuel optimization* dilakukan Garuda Indonesia melalui berbagai langkah dan Perseroan terus berupaya agar pencapaiannya terus meningkat. Langkah-langkah tersebut adalah sebagai berikut:

- Alternate Fuel Usage**  
Garuda Indonesia meningkatkan pemanfaatan penerbangan alternatif dari Palembang (PLM) ke Kertajati (KJT) untuk semua tipe pesawat, sebagai alternatif yang lebih efisien bahan bakar dibanding ke Soekarno-Hatta (CGK).
- CGK Runway Optimization (North Runway only)**  
Perusahaan melakukan optimalisasi keberangkatan ataupun pendaratan menggunakan landasan utara di CGK yang bertujuan memperlancar pergerakan dan mengurangi konsumsi bahan bakar saat *taxi in/out* dan antrian *take-off*.

### Efforts and Achievements In Energy Efficiency and Renewable Energy Consumption [OJK F.7, F.12, GRI 302-4, 302-5]

In achieving energy efficiency, Garuda Indonesia has adopted a policy to optimize the use of avtur without disrupting flight operations and services. This program is called the fuel optimization program. Through this program, in 2024, the Company successfully saved 15,390,042 liters of avtur, equivalent to a reduction of 48,831,530 kgCO<sub>2</sub> in emissions. The energy reduction per quantity produced by Garuda Indonesia is 22.52 gigajoules/million passengers. The saving in avtur usage through the fuel optimization program is achieved through several efforts, and the Company continues to strive for further improvements. The efforts are as follows:

- Alternate Fuel Usage**  
Garuda Indonesia is increasing the use of alternate flights from Palembang (PLM) to Kertajati (KJT) for all aircraft types as a more fuel-efficient alternative to Soekarno-Hatta (CGK).
- CGK Runway Optimization (North Runway only)**  
The Company is optimizing departures and landings using the north runway at CGK with the aim of smoothing traffic flow and reducing fuel consumption during *taxi-in/out* and *take-off* queues.

3. *Compliance with Flight Plan (Altitude)*  
Perencanaan penerbangan yang lebih akurat—terutama dalam penentuan *zero fuel weight (ZFW)*, beban bahan bakar, dan ketinggian jelajah optimal—dapat menghasilkan efisiensi konsumsi bahan bakar dan penghematan biaya
4. *Engine Taxi Procedure (Airbus only)*  
Kami memperkuat penerapan prosedur taxi menggunakan satu mesin untuk pesawat Airbus guna mengurangi konsumsi bahan bakar saat pergerakan di darat.
5. *Optimal Flap Setting (Airbus only)*  
Penerapan prosedur pendaratan dengan flap yang dikurangi membantu mengurangi hambatan udara, sehingga meningkatkan efisiensi bahan bakar saat pendekatan dan pendaratan.
6. *Route Optimization (Flight to/from Korea Region, Japan Region, Australia Region, Saudi of Arabia Region, and Europe Region)*  
Sistem perencanaan penerbangan kami ditingkatkan agar dapat secara dinamis mengidentifikasi dan menggunakan jalur rute paling efisien, terutama untuk penerbangan internasional.

Upaya pengurangan emisi yang dihasilkan lainnya telah sejalan dengan upaya efisiensi penggunaan energi yang telah disampaikan pada bagian Aspek Energi pada Laporan Keberlanjutan ini.

Adapun hasil penghematan penggunaan avtur dari program fuel optimization sampai dengan tahun 2024, sebagai berikut

Tahun Year	Liter
2024	15.390.042
2023	8.643.389
2022	10.706.017

### Pengurangan Penggunaan Avtur

#### Reduction in Avtur Consumption

(Dalam Gigajoule)  
(In Gigajoule)

Uraian Description	2024	2023	2022
Avtur	533.043	10.112.919	-

3. *Compliance with Flight Plan (Altitude)*  
More accurate flight planning—particularly in determining zero fuel weight (ZFW), fuel load, and optimal cruising altitude—can result in fuel efficiency and cost savings.
4. *Engine Taxi Procedure (Airbus only)*  
We are strengthening the implementation of single-engine taxi procedures for Airbus aircraft to reduce fuel consumption during ground movements.
5. *Optimal Flap Setting (Airbus only)*  
The implementation of landing procedures with reduced flaps helps reduce air resistance, thereby improving fuel efficiency during approach and landing.
6. *Route Optimization (Flights to/from Korea Region, Japan Region, Australia Region, Saudi Arabia Region, and Europe Region)*  
Our flight planning system has been enhanced to dynamically identify and utilize the most efficient routes, particularly for international flights.

Other efforts to reduce emissions are also aligned with the energy efficiency efforts outlined in the Energy Aspect section of this Sustainability Report.

The results of avtur savings from the fuel optimization program up to 2024 are as follows:

## Aspek Air

### Penggunaan Air [OJK F.8]

Garuda Indonesia menyadari bahwa akses terhadap air bersih sangat penting bagi kehidupan dan kesejahteraan manusia, dan diakui oleh Perserikatan Bangsa-Bangsa (PBB) sebagai salah satu hak asasi manusia. Selaras dengan itu, tujuan ke-6 Tujuan Pembangunan Berkelanjutan (TPB) menyatakan, "Memastikan ketersediaan dan pengelolaan air dan sanitasi yang berkelanjutan untuk semua orang". Atas komitmen dunia yang diuraikan oleh PBB dan TPB, Garuda Indonesia berupaya untuk mengelola penggunaan air semaksimal mungkin agar tidak berdampak negatif terhadap lingkungan dan masyarakat di sekitar perusahaan beroperasi.

Dalam menjalankan aktivitas operasionalnya, Garuda Indonesia menggunakan air bersih atau air tawar ( $\leq 1.000$  mg/l Total Padatan Terlarut) yang dipasok oleh pihak ketiga yaitu Perusahaan Daerah Air Minum (PDAM). Selain air tawar, dalam menjalankan usaha, Perseroan tidak mengambil air lainnya ( $> 1.000$  mg/l Total Padatan Terlarut).

Air tersebut dialokasikan untuk keperluan wudhu, dapur, toilet, dan penyiram tanaman. Selain itu, air tersebut juga digunakan untuk mencukupi kebutuhan penumpang dan awak kabin dalam setiap penerbangan. Perseroan berkomitmen untuk senantiasa melakukan efisiensi penggunaan air. Perseroan juga berkomitmen untuk melakukan pengelolaan air dengan baik.

Dalam laporan ini, penggunaan air merujuk pada penggunaan di Gedung Manajemen Garuda Indonesia, Garuda City, Bandar Udara Internasional Soekarno-Hatta, Tangerang, Banten. Saat ini, Perseroan mendapatkan pasokan air bersih dari PDAM. Dengan demikian, volume penggunaan air diperoleh dari pencatatan meter air milik PDAM sehingga akurasinya terjaga. Adapun penggunaan air selama 3 (tiga) tahun terakhir, sebagai berikut.

### Tabel Konsumsi Air

Table of Water Consumption

Sumber Source	Pemakaian Air (M3) Water Consumption (M3)		
	2024	2023	2022
Air dari Pihak Ketiga Water from Third Party	46.472	20.464	52.388
<b>Total</b>	<b>46.472</b>	<b>20.464</b>	<b>52.388</b>

## Water Aspect

### Water Usage [OJK F.8]

Garuda Indonesia recognizes that access to clean water is vital for human life and well-being and is recognized by the United Nations (UN) as a fundamental human right. In line with this, Goal 6 of the Sustainable Development Goals (SDGs) states, "Ensure availability and sustainable management of water and sanitation for all." In response to the global commitment outlined by the UN and the SDGs, Garuda Indonesia strives to manage water usage as efficiently as possible to avoid negative impacts on the environment and communities surrounding the Company's operational areas.

In its operational activities, Garuda Indonesia utilizes clean/freshwater ( $\leq 1,000$  mg/l Total Dissolved Solids [TDS]) supplied by a third party, the Regional Drinking Water Company (PDAM). Beyond freshwater, the Company does not source other types of water ( $> 1,000$  mg/l TDS) for its operations.

This water is allocated for ablutions (wudhu), kitchen, restroom, and plant watering. In addition, the water is also used to satisfy passenger and cabin crew needs during flights. The Company is committed to efficiency in water usage and implementing sound water management practices.

In this report, water usage refers to the consumption at the Garuda Indonesia Management Building, Garuda City, Soekarno-Hatta International Airport, Tangerang, Banten. Currently, the Company obtains its clean water supply from PDAM. Therefore, the volume of water usage is recorded from PDAM's water meter readings, ensuring accuracy. The water usage for the past three years is as follows:

Pengelolaan air di pesawat dilakukan melalui *Water Service* (WST) dan *Lavatory Service* (LST) berdasarkan ruang lingkup kami di CGX3 yaitu memastikan secara kontraktual ruang lingkup pekerjaan yang dibutuhkan dari pihak GHA. Terdapat 2 (dua) penyedia jasa dalam memasukkan air ke pesawat (*airport & ground handling*). Pada perjanjian kerjasama dengan pihak *ground handling*, dimana saat ini GA menggunakan *Standard Ground Handling Agreement* (Perjanjian SGHA) dari IATA, ruang lingkup pekerjaan *Water Service* (WST) dan *Lavatory Service* (LST) tertuang di dalam SECTION 3/RAMP SERVICES Perjanjian IATA SGHA. Adapun detail dari klausulnya adalah, sebagai berikut:

1. *Toilet service*  
Provide for servicing (empty, clean, flush toilets and replenish fluids) dan trituator/disposal service.
2. *Water Service*  
Provide for draining water tanks dan replenish of water tanks with drinking water.

Upaya Garuda Indonesia dalam melakukan penghematan penggunaan sumber daya air di seluruh area kerjanya yaitu dengan menerbitkan himbauan tentang pentingnya menggunakan air secara bijaksana/tidak boros dan mengatur debit air keran. Garuda Indonesia juga mengoptimalkan pemanfaatan *hand wash detector* di toilet, pipa-pipa air bersih di seluruh perkantoran juga dilakukan pemeliharaan secara rutin. Pada setiap tahunnya, pihak pengelola aset gedung perkantoran melakukan pemeriksaan pada pipa-pipa air bersih sehingga kebocoran-kebocoran air di pipa tersebut dapat diminimalkan. *Handwash detector* merupakan sensor otomatis yang mendeteksi keberadaan tangan seseorang di area tertentu. Setelah mendeteksi tangan, sensor ini dapat mengaktifkan dispenser air, serta mengatur waktu untuk mencuci tangan sesuai dengan prosedur yang benar.

Adapun biaya pembayaran dan pengelolaan air di pesawat yaitu sebesar Rp1.385.000.000.

#### Pemberdayaan Air

Garuda memiliki 4 (empat) program yang berkaitan dengan pemberdayaan air, meliputi:

<p><b>Bantuan PIPANISASI dan Sarana Pra Sarana Saluran Air Boyolali, Jawa Tengah</b> Water Piping and Water Facilities and Infrastructure Assistance Boyolali, Central Java</p>	<p><b>Program Kolaborasi TJSL BUMN Pelita Warna Tahun 2024 Jakarta Timur, DKI Jakarta</b> SOEs Pelita Warna TJSL Collaboration Program 2024 East Jakarta, Special Capital Region of Jakarta</p>	<p><b>Bantuan Pembangunan Sarana Air Bersih (SAB) Desa Buniayu Kecamatan Sukamulya</b> Clean Water Facility (SAB) Development Assistance Buniayu Village, Sukamulya Subdistrict</p>	<p><b>Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Revitaliasi Air Bersih dan Instalasi Pemanen Air Hujan Maluku Tenggara</b> TJSL Synergy Program with the KKN-PPM Team from UGM in Manyeuw Subdistrict: Clean Water Revitalization and Rainwater Harvesting Installation Southeast Maluku</p>
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Onboard water management is performed through *Water Service* (WST) and *Lavatory Service* (LST) based on our scope in CGX3 which is to contractually confirm the scope of work required from the GHA. There are 2 (two) service providers in entering water into the aircraft (*airport & ground handling*). In the cooperation agreement with the *ground handling* party, where GA currently uses the *Standard Ground Handling Agreement* (SGHA Agreement) from IATA, the scope of work of *Water Service* (WST) and *Lavatory Service* (LST) is contained in SECTION 3 / RAMP SERVICES of the IATA SGHA Agreement. The details of the clause are as follows:

1. *Toilet service*  
Provide for servicing (empty, clean, flush toilets and replenish fluids) and trituator/disposal service.
2. *Water Service*  
Provide for draining water tanks and replenish of water tanks with drinking water.

Garuda Indonesia's efforts to conserve water resources across all its operational areas include issuing appeals about the importance of using water wisely and not wastefully, as well as regulating the water flow from taps. The Company also optimizes the use of *hand wash detectors* in toilets and regularly maintains clean water pipes throughout the offices. The office building asset management team annually inspects the clean water pipes to minimize leaks. *Hand wash detectors* are automatic sensors that detect the presence of a person's hands in a specific area. Upon detection, the sensor activates the water dispenser and regulates the time for handwashing according to proper procedures.

The cost of paying for and managing water on board amounted to Rp1,385,000,000.

#### Water Empowerment

Garuda Indonesia has 4 (four) programs related to water empowerment, which include:

## Biopori Biopore

Sejak tahun 2012, Garuda Indonesia telah membuat lubang resapan biopori sebagai upaya mengurangi bencana banjir, meningkatkan cadangan air tanah, serta mempercepat terjadinya penyerapan air hujan. Secara alami lubang biopori merupakan lubang-lubang di dalam tanah yang terbentuk akibat adanya aktivitas organisme di dalamnya, seperti cacing, pengakaran tanaman, semut, rayap, dan organisme tanah lainnya. Lubang-lubang yang terbentuk akan terisi udara dan menjadi tempat berlalunya air di dalam tanah. Apabila lubang-lubang seperti ini dibuat dalam jumlah banyak maka kemampuan sebidang batang untuk meresap air akan meningkat yang akan memperkecil peluang terjadinya aliran air di permukaan tanah. Hal ini akan mengurangi bahaya banjir yang mungkin terjadi.

Untuk mendapatkan manfaat yang lebih optimal, lubang biopori dapat diisi dengan sampah organik yang berasal dari dedaunan pangkasan rumput dari halaman, ataupun sampah dapur yang berfungsi sebagai kompos. Dengan pembuatan lubang biopori di area perkantoran, hal ini diharapkan akan turut mendorong para karyawan Garuda Indonesia untuk dapat turut membuat lubang biopori di rumahnya masing-masing sebagai salah satu langkah sederhana dalam perlindungan lingkungan.

Per 31 Desember 2024, Garuda Indonesia memiliki sebanyak 736 titik biopori di Area Garuda City Tangerang, Garuda Indonesia Training Centre (GITC) Duri Kosambi, Garuda Sentra Medika Kemayoran dan beberapa aset lainnya yang terletak di Jakarta. Pada tahun pelaporan, Perseroan menambah lubang biopori sebanyak 97 titik. Selain membuat biopori baru, Perseroan juga melakukan perawatan secara rutin titik-titik biopori yang sudah ada.

Since 2012, Garuda Indonesia has created biopore infiltration holes to reduce flood disasters, increase groundwater reserves, and accelerate rainwater absorption. Biopore holes are naturally occurring in the soil due to the activity of organisms such as earthworms, plant roots, ants, termites, and other soil organisms. These holes fill with air and allow water to pass through the soil. When a large number of these holes are created, the ability of the soil to absorb water increases, reducing the likelihood of surface runoff. This helps reduce the risk of flooding.

For more optimal benefits, biopore holes can be filled with organic waste, such as leaf litter, grass clippings from lawns, or kitchen waste, which functions as compost. By creating biopore holes in the office areas, Garuda Indonesia hopes the employees will also be encouraged to create biopore holes in their homes as a simple step in environmental protection.

As of December 31, 2024, Garuda Indonesia has created 736 biopore points in the Garuda City Tangerang area, Garuda Indonesia Training Centre (GITC) Duri Kosambi, Garuda Sentra Medika Kemayoran, and several other assets in Jakarta. In the reporting year, the Company has added 97 new biopore points. In addition to creating new biopores, the Company also conducts routine maintenance on the existing biopore points.

## Aspek Keanekaragaman Hayati

### Dampak dari Wilayah Operasional Yang Dekat atau Berada Di Daerah Konservasi atau Memiliki Keanekaragaman Hayati dan Usaha Konservasi Keanekaragaman Hayati [OJK F.9, F.10]

Sepanjang tahun 2024, tidak terdapat wilayah operasional Garuda Indonesia yang berada di daerah konservasi atau memiliki keanekaragaman hayati. Namun demikian, Garuda Indonesia berkomitmen untuk memberikan dampak positif dengan senantiasa menjaga dan melestarikan keanekaragaman hayati sebagaimana tertuang dalam OSH&E Policy. Adapun usaha konservasi yang dilakukan sebagai berikut:

1. Program GA Sustainability Penanaman Mangrove bersama BenihBaik
2. Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Penanaman Seribu Mangrove dan Rehabilitasi Terumbu Karang di Pulau Sepuluh
3. Relawan Bakti BUMN Batch VI Nias
4. Partisipasi Penanaman Mangrove bulan PRB
5. Kolaborasi TJSL BUMN Ata Modo
6. Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Pelepasliaran Penyu untuk Konservasi Habitat Penyu Hijau
7. Program *Redemption GarudaMiles* untuk Penanaman Mangrove bersama Jejakin dan melakukan penanaman 164 mangrove di Mangrove Arboretum Park, Bali.
8. Inisiasi Hutan Kota Duri Kosambi berkolaborasi dengan Jejakin.

Garuda Indonesia juga turut melakukan pelestarian keanekaragaman hayati dengan mengangkut *live animal* dan tumbuhan melalui operasional cargo selama 2024 dengan jumlah 1.527 *live animal* dan 935 tumbuhan. Pengangkutan *live animal* dan tumbuhan yaitu prosedur yang tertera di *Cargo Handling Manual (CHM) Ch. 7.10.2* untuk menghindari *animal wildlife illegal trafficking* dan memastikan *animal well-being*.

Garuda Indonesia telah melakukan kajian dampak proyek dan aktivitas terhadap keanekaragaman hayati atas aktivitas operasional di program sinergi TJSL KKN PPM UGM kecamatan Manyeuw. Hasilnya menunjukkan bahwa penanaman seribu pohon mangrove untuk Manyeuw dapat menunjang kelestarian pohon mangrove di Ohoi Rumadian. Selain itu, kegiatan rehabilitasi terumbu karang memberikan dampak positif berupa terumbu karang dapat tumbuh kembali pada media *artificial patch reef*. Kegiatan ini dalam jangka panjang dapat mencegah kerusakan terumbu karang yang lebih parah.

## Biodiversity Aspect

### Impact of Operational Areas That Are In The Vicinity of or In A Conservation Area or Areas With Biodiversity And Biodiversity Conservation Efforts [OJK F.9, F.10]

Throughout 2024, there were no Garuda Indonesia operational areas located in conservation areas or areas with high biodiversity. However, Garuda Indonesia is committed to making a positive impact by consistently preserving and conserving biodiversity as outlined in its OSH&E Policy. The conservation efforts made are as follows:

1. GA Sustainability Program: Mangrove Planting with BenihBaik
2. TJSL KKN PPM UGM Manyeuw District Collaboration Program: Planting a Thousand Mangroves and Coral Reef Rehabilitation on Sepuluh Island
3. BUMN Volunteer Service Batch VI in Nias
4. Participation in Mangrove Planting during PRB Month
5. TJSL BUMN Ata Modo Collaboration
6. TJSL KKN PPM UGM Manyeuw District Collaboration Program: Sea Turtle Release for Green Sea Turtle Habitat Conservation
7. GarudaMiles Redemption Program for Mangrove Planting with Jejakin and planted 164 mangroves at Mangrove Arboretum Park, Bali.
8. Initiation of the Duri Kosambi Urban Forest in collaboration with Jejakin.

Garuda Indonesia also contributes to biodiversity conservation by transporting live animals and plants via cargo operations in 2024, totaling 1,527 live animals and 935 plants. The transportation of live animals and plants follows the procedures outlined in the *Cargo Handling Manual (CHM) Chapter 7.10.2* to prevent illegal wildlife trafficking and ensure animal welfare.

Garuda Indonesia has conducted an impact assessment of its projects and activities on biodiversity as part of the TJSL KKN PPM UGM Manyeuw sub-district synergy program. The results indicate that planting 1,000 mangrove trees in Manyeuw can support the conservation of mangrove trees in Ohoi Rumadian. Furthermore, coral reef rehabilitation activities have had a positive impact, enabling coral reefs to regrow on artificial patch reefs. In the long term, this activity can prevent more severe coral reef damage.

## Aspek Emisi

### Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya [OJK F.11, GRI 305-1, 305-2, 305-3, 305-4, TR-AF-110a.1, TR-AL-110a.1]

Sebagai Perseroan yang bergerak dalam industri aviasi, Perseroan menyadari bahwa proses bisnisnya menyumbang emisi GRK dari penggunaan avtur. Di samping itu, aktivitas operasional Perseroan juga menggunakan listrik sebagai penunjang operasional kantor, serta BBM berupa bensin dan solar yang digunakan untuk kendaraan operasional Perseroan. Namun demikian, menghasilkan emisi dari penggunaan energi listrik, BBM, dan perjalanan dinas dengan pesawat terbang, Garuda Indonesia berkomitmen untuk menurunkan emisi gas rumah kaca dengan pengelolaan emisi yang baik. Dalam laporan ini, emisi yang dilaporkan adalah emisi GRK langsung (cakupan 1) yang dihasilkan dari penggunaan bahan bakar fosil (avtur, bensin, dan solar), emisi GRK (Cakupan 2) tidak langsung yang bersumber dari penggunaan listrik, serta emisi GRK (Cakupan 3) tidak langsung lainnya yang bersumber dari perjalanan dinas dengan pesawat terbang. Emisi GRK dominan yang dihasilkan, baik cakupan 1, 2, dan 3 adalah karbon dioksida (CO<sub>2</sub>).

Emisi dari penggunaan avtur dihitung sesuai dengan program *fuel conservation*. Standar, metodologi, dan asumsi yang digunakan Perseroan dalam menghitung emisi GRK merujuk kepada The Monitoring and Reporting Regulation – Guidance Document No. 1 versi 27 November 2017. Dokumen ini merupakan bagian dari serangkaian dokumen dari rancangan undang-undang (*Commission services*) untuk mendukung pelaksanaan peraturan Komisi (UE) No. 601/2012 tanggal 21 Juni 2012 tentang pemantauan dan pelaporan emisi gas rumah kaca sesuai dengan petunjuk 2003/87/EC parlemen Eropa dan Dewan. Sementara itu, untuk menghitung emisi GRK [Cakupan 1] langsung dari penggunaan solar dan bensin, metode yang dipakai di Indonesia dan negara-negara non-Annex 1 (negara berkembang) adalah Tier-1, yaitu berdasarkan data konsumsi energi dikalikan sumber faktor emisi default IPCC 2019 (*Intergovernmental Panel on Climate Change/Panel Antarpemerintah tentang Perubahan Iklim*) dengan rumus sebagai berikut:

Emisi Hasil Pembakaran Bahan Bakar  
Emissions from Fuel Combustion

$$\text{Emisi GRK GHG Emissions} \left( \frac{\text{kg}}{\text{thn}} \right) = \text{Konsumsi Energi Energy Consumption} \left( \frac{\text{TJ}}{\text{thn}} \right) \times \text{Faktor Emisi Emissions Factor} \left( \frac{\text{kg}}{\text{TJ}} \right)$$

## Emission Aspect

### The Type-Based Amount and Intensity Of Emissions Produced [OJK F.11, GRI 305-1, 305-2, 305-3, 305-4, TR-AF-110a.1, TR-AL-110a.1]

As an aviation industry player, the Company acknowledges that its business processes contribute to GHG emissions, primarily through aviation fuel (avtur) consumption. Additionally, daily operations rely on electricity for office activities and gasoline/diesel for Company vehicles. Despite generating emissions from electricity, fuel, and business travel via aircraft, Garuda Indonesia is committed to reducing GHG emissions through improved emission management. This report presents emissions data covering direct GHG emissions (scope 1) from the consumption of fossil fuels (avtur, gasoline, and diesel), indirect GHG emissions (scope 2) from the consumption of electricity, and other indirect GHG emissions (scope 3) from air travel related to business activities. Across Scopes 1, 2, and 3, the dominant GHG emissions produced are carbon dioxide (CO<sub>2</sub>).

Emissions from the use of avtur are calculated following the fuel conservation program. The standards, methodology, and assumptions used by the Company in calculating GHG emissions refer to The Monitoring and Reporting Regulation – Guidance Document No. 1, November 27, 2017 version. This document is part of a series of documents from the Commission services bill to support the implementation of Commission Regulation (EU) No. 601/2012 of June 21, 2012, on the monitoring and reporting of greenhouse gas emissions following the Directive 2003/87/EC of the European Parliament and Council. Meanwhile, to calculate direct GHG emissions [Scope 1] straight from the use of diesel and gasoline, the method used in Indonesia and non-Annex 1 countries (developing countries) is Tier-1. It is based on energy consumption data multiplied by the IPCC 2019 (Intergovernmental Panel on Climate Change) default emission factor by the following formula: Indirect greenhouse gas emissions (scope 2, those originating from external energy in the form of electricity) are obtained by multiplying electricity consumption (in Kwh per year) by the average grid emission factor, issued by the Ministry of Energy and Mineral Resources referring to the 2015–2024 PLN RUPTL, which is 0.934 kgCO<sub>2</sub>/Kwh (2017). Based on these calculations, indirect greenhouse gas emissions (scope 2) are as follows:

## Tabel Emisi GRK Cakupan 1 (BBM) yang digunakan

Table of Used GHG Emissions (Fuel) of Scope 1

Sumber Emisi GRK GHG Emission Source	Konsumsi Energi (Terajoule) Energy Consumption (Terajoule)			FE Default IPCC 2006 CO <sub>2</sub> (Kg/TJ)	Total Emisi CO <sub>2</sub> yang Dihasilkan (TonCO <sub>2</sub> eq) Total CO <sub>2</sub> Emissions Generated (TonCO <sub>2</sub> eq)		
	2024	2023	2022		2024	2023	2022
Solar Diesel	2,51	1,04	0,51	74.100	185,99	77,06	37,05
Bensin Gasoline	105,634	77,73	55,82	69.300	7.320,43	3.868,28	4.259,22
Avtur	35.765,44	27.365,74	17.253,82	71.500	2.557.228,96	1.956.650,41	1.278.434,11
<b>Total</b>	<b>35.873,58</b>	<b>27.444,51</b>	<b>17.309,21</b>		<b>2.564.735,38</b>	<b>1.962.114,16</b>	<b>1.282.343,03</b>

Emisi gas rumah kaca tidak langsung (cakupan 2, yaitu yang bersumber dari energi dari luar berupa listrik) diperoleh dengan mengalikan konsumsi listrik (dalam Kwh per tahun) dengan *average grid emission factor* (sumber faktor emisi) yang dikeluarkan Kementerian ESDM merujuk RUPTL PLN 2015–2024 yaitu sebesar 0,934 kgCO<sub>2</sub>/Kwh (2017). Berdasarkan perhitungan itu, emisi gas rumah kaca tidak langsung (cakupan 2) adalah sebagai berikut:

Indirect greenhouse gas emissions (scope 2, those originating from external energy in the form of electricity) are obtained by multiplying electricity consumption (in Kwh per year) by the average grid emission factor (source emission factor), issued by the Ministry of Energy and Mineral Resources referring to the 2015–2024 PLN RUPTL, which is 0.934 kgCO<sub>2</sub>/Kwh (2017). Based on these calculations, indirect greenhouse gas emissions (scope 2) are as follows:

## Tabel Emisi GRK Cakupan 2 (Listrik) yang dihasilkan

Table of Generated GHG Emissions (Electricity) of Scope 2

Sumber Emisi GRK GHG Emission Source	Satuan Unit	2024	2023	2022
Listrik Electricity	kWh	15.762.094	7.105.068	6.689.375
	Ton Co2eq	9.457,26	6.636,13	6.247,88

Emisi GRK (Cakupan 3) tidak langsung lainnya dari perjalanan dinas dengan pesawat terbang, Perseroan menghitung dengan menggunakan kalkulator karbon dari ICAO (International Civil Aviation Organization/Organisasi Penerbangan Sipil Internasional). Dalam laporan ini, perjalanan dinas dengan pesawat terbang untuk tahun 2024 dan 2023 merujuk pada penerbangan Dewan Komisaris, Direksi dan seluruh karyawan, sedangkan tahun 2022 hanya merujuk pada penerbangan Dewan Komisaris dan Direksi. Berdasarkan data perjalanan dinas dengan cakupan tersebut emisi GRK dari perjalanan dinas dengan pesawat terbang disampaikan dalam tabel berikut:

The Company calculates other indirect GHG emissions (Scope 3) from business travel by aircraft using the carbon calculator provided by the International Civil Aviation Organization (ICAO). In this report, business travel by aircraft for 2024 and 2023 refers to flights of the Board of Commissioners, Board of Directors, and all employees, while in 2022, it only refers to flights of the Board of Commissioners and Board of Directors. Based on business travel data with this scope, GHG emissions from business travel by aircraft are presented in the following table:

## Tabel Emisi GRK Cakupan 3 (Perjalanan Dinas) [GRI 305-3]

Table of GHG Emissions (Business Travel) of Scope 3 [GRI 305-3]

Sumber Emisi GRK GHG Emission Source	Satuan Unit	2024	2023	2022
Jumlah Penggunaan Pesawat Terbang Number of Aircraft Usage	Perjalanan Travel	4.432	1.358	172
	Ton CO <sub>2</sub> -eq	1.164,23	272,45	40,99

### Tabel Intensitas Emisi GRK Cakupan 1 dan Cakupan 2

Table of GHG Emission Intensity of Scope 1 and Scope 2

Keterangan Description	Satuan Unit	2024	2023	2022
Emisi GRK Cakupan 1 GHG Emission of Scope 1	Ton CO2-eq	2.564.735,38	1.962.114,16	1.282.343,03
Emisi GRK Cakupan 2 GHG Emission of Scope 2	Ton CO2-eq	9.457,26	6.636,13	6.247,88
<b>Total Emisi GRK</b> Total GHG Emissions	<b>Ton CO2-eq</b>	<b>2.574.192,64</b>	<b>1.968.750,29</b>	<b>1.288.590,91</b>
<b>Jumlah Pendapatan</b> Total Revenue	<b>US Dolar</b> US Dollar	<b>3.416.526</b>	<b>2.936.631</b>	<b>2.100.080</b>
Jumlah Penumpang Number of Passengers	Dalam Juta Penumpang in Million Passengers	23,67	24,84	14,85
Intensitas Emisi GRK/ Pendapatan GHG Emission Intensity/ Revenue	Ton CO2-eq/UD	0,75	0,67	0,61
Intensitas Emisi GRK/Produksi GHG Emission Intensity/ Production	Ton CO2-eq/ Penumpang Ton CO2-eq/UD/ Passenger	0,11	0,08	0,09

### Tabel Intensitas Emisi GRK dan Cakupan 3 [GRI 305-4]

Table of GHG Emission Intensity of Scope 3 [GRI 305-4]

Keterangan Description	Satuan Unit	2024	2023	2022
Emisi GRK Cakupan 3 GHG Emission of Scope 3	Ton CO2-eq	1.164,23	272,45	40,99
Total Karyawan di Kantor Pusat Total Employees at Head Office	Orang People	1.082	1.072	9
Intensitas Emisi GRK/Orang GHG Emission Intensity/ Person	Ton CO2-eq/Orang Ton CO2-eq/Person	1,08	0,25	4,55

### Tabel Intensitas Emisi GRK Cakupan 1,2, dan 3

Table of GHG Emission Intensity of Scope 1, 2, and 3

Keterangan Description	Satuan Unit	2024	2023	2022
Emisi GRK Cakupan 1 GHG Emission of Scope 1	Ton CO2-eq	2.564.735,38	1.962.114,16	1.282.343,03
Emisi GRK Cakupan 2 GHG Emission of Scope 2	Ton CO2-eq	9.457,26	6.636,13	6.247,88
Emisi GRK Cakupan 3 GHG Emission of Scope 3	Ton CO2-eq	1.164,23	272,45	40,99
<b>Total Emisi GRK</b> Total Emisi GRK	<b>Ton CO2-eq</b>	<b>2.575.356,87</b>	<b>1.968.750,29</b>	<b>1.288.590,91</b>
Jumlah Pendapatan Jumlah Pendapatan	Ribu US Dolar Ribu US Dollar	3.416.526	2.936.631	2.100.080

## Tabel Intensitas Emisi GRK Cakupan 1,2, dan 3

Tabel Intensitas Emisi GRK Cakupan 1,2, dan 3

Keterangan Description	Satuan Unit	2024	2023	2022
Jumlah Penumpang Jumlah Penumpang	Dalam Juta Penumpang Dalam Juta Penumpang	23,67	24,84	14,85
Intensitas Emisi GRK/ Pendapatan Intensitas Emisi GRK/ Pendapatan	Ton CO <sub>2</sub> -eq/UD	0,75	0,67	0,61
Intensitas Emisi GRK/Produksi Intensitas Emisi GRK/Produksi	Ton CO <sub>2</sub> -eq/ Penumpang Ton CO <sub>2</sub> -eq/ Penumpang	0,11	0,08	0,09

### Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan [OJK F.12, GRI 305-5]

Dalam upaya mendukung pengendalian perubahan iklim global, Garuda Indonesia menetapkan target penurunan emisi Gas Rumah Kaca (GRK) yang selaras dengan pendekatan dan ketentuan ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Berdasarkan ketentuan ICAO, tahun dasar (*baseline year*) untuk penghitungan emisi CORSIA adalah rata-rata emisi dari tahun 2019 dan 2020. Namun, sehubungan dengan dampak pandemi COVID-19 yang signifikan terhadap volume penerbangan global pada tahun 2020, ICAO melalui resolusi terkini menetapkan tahun 2019 sebagai satu-satunya *baseline* yang digunakan dalam fase awal CORSIA (pilot phase dan first phase, 2021–2026).

Mengacu pada *baseline* emisi tahun 2019 tersebut, Garuda Indonesia secara bertahap berkomitmen untuk menurunkan tingkat emisi GRK dari operasional penerbangan internasional melalui berbagai strategi efisiensi, optimalisasi bahan bakar, dan penggunaan teknologi yang lebih ramah lingkungan. Target pengurangan emisi ini diarahkan untuk mencapai stabilisasi emisi pada tingkat *baseline* hingga 2035, serta mendorong pencapaian net zero emissions pada tahun 2050 sesuai dengan peta jalan Fly Net Zero yang digariskan oleh IATA dan didukung ICAO. Penerapan *offsetting* terhadap emisi yang melebihi *baseline* dilakukan sesuai skema CORSIA yang berlaku, termasuk melalui mekanisme pengadaan kredit karbon yang diakui oleh ICAO.

Sementara itu, untuk sektor domestik dan aktivitas non-operasional penerbangan, Garuda Indonesia mengadopsi pendekatan yang mengacu pada standar nasional dan praktik terbaik yang tertuang dalam dokumen Enhanced Nationally Determined Contributions (ENDC) Indonesia. ENDC sendiri merupakan bentuk komitmen Indonesia yang diadopsi dari Paris Agreement, sebuah kesepakatan internasional yang bertujuan untuk membatasi kenaikan suhu global di bawah 2°C dan berupaya menekannya hingga 1,5°C dibandingkan era pra-industri. Dalam konteks tersebut, Garuda Indonesia mengintegrasikan aspek keberlanjutan ke dalam berbagai kegiatan

### Efforts and Achievements of Emission Reduction [OJK F.12, GRI 305-5]

In an effort to support global climate change control, Garuda Indonesia sets Greenhouse Gas (GHG) emission reduction targets in line with the approach and provisions of the ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Based on ICAO provisions, the baseline year for calculating CORSIA emissions is the average emissions from 2019 and 2020. However, due to the significant impact of the COVID-19 pandemic on global aviation volumes in 2020, ICAO through a recent resolution set 2019 as the only baseline used in the initial phase of CORSIA (pilot phase and first phase, 2021–2026).

Referring to the 2019 emissions baseline, Garuda Indonesia is gradually committed to reducing the level of GHG emissions from international flight operations through various efficiency strategies, fuel optimization, and the use of more environmentally friendly technology. This emission reduction target is directed to achieve stabilization of emissions at the baseline level by 2035, and encourage the achievement of net zero emissions by 2050 in accordance with the Fly Net Zero roadmap outlined by IATA and supported by ICAO. Offsetting of emissions that exceed the baseline will be carried out in accordance with the applicable CORSIA scheme, including through a carbon credit procurement mechanism recognized by ICAO.

Meanwhile, for the domestic sector and non-operational flight activities, Garuda Indonesia adopts an approach that refers to national standards and best practices contained in Indonesia's Enhanced Nationally Determined Contributions (ENDC) document. ENDC itself is a form of Indonesia's commitment adopted from the Paris Agreement, an international agreement that aims to limit global temperature rise to below 2°C and seeks to reduce it to 1.5°C compared to the pre-industrial era. In this context, Garuda Indonesia integrates sustainability aspects into various operational support activities, such as energy

penunjang operasional, seperti pengelolaan energi, pengurangan limbah, serta penguatan program efisiensi dan konservasi lingkungan lainnya. Upaya ini tidak hanya mendukung pencapaian target penurunan emisi nasional sebesar 31,89% secara mandiri dan hingga 43,20% dengan dukungan internasional pada tahun 2030, tetapi juga mempertegas posisi Garuda Indonesia sebagai pelaku industri yang aktif berkontribusi terhadap transisi energi dan pembangunan rendah karbon sesuai amanat Paris Agreement.

management, waste reduction, and strengthening other efficiency and environmental conservation programs. These efforts not only support the achievement of the national emission reduction target of 31.89% independently and up to 43.20% with international support by 2030, but also emphasize Garuda Indonesia's position as an industry player that actively contributes to the energy transition and low carbon development as mandated by the Paris Agreement.

## Pengurangan Avtur pada Program Fuel Conservation Avtur Reduction Through Fuel Conservation Program

Tahun Year	Emisi GRK (kgCO <sub>2</sub> ) GHG Emissions (kgCO <sub>2</sub> )	Reduksi Emisi GRK (kgCO <sub>2</sub> ) GHG Emission Reduction (kgCO <sub>2</sub> )
2024	48.830.532	-
2023	21.850.740	4.943.422
2022	26.794.162	5.274.935
2021	32.069.097	17.427.106
2020	49.496.203	40.482.826
2019	89.979.029	-
2018	86.589.000	12.951.000
2017	99.540.000	4.670.000

### Sustainable Aviation Fuels

Sebagai bagian dari komitmen terhadap transisi energi bersih di sektor aviasi, Garuda Indonesia menjalin kerja sama strategis dengan Indonesia Palm Oil Strategic Studies (IPOSS) dalam pelaksanaan penelitian bertajuk Survey Persepsi Penumpang terhadap Implementasi *Sustainable Aviation Fuel* (SAF). Penelitian ini bertujuan untuk menggali persepsi dan daya kemampuan penumpang dalam menghadapi potensi kenaikan biaya penerbangan akibat penggunaan SAF, seiring dengan kebijakan pemerintah yang menargetkan bauran SAF sebesar 1% pada tahun 2027 dan meningkat menjadi 2,5% pada 2030 sebagaimana tertuang dalam *Roadmap* Industri SAF Nasional. Perubahan komposisi bahan bakar ini dapat berdampak pada biaya operasional, yang kemungkinan besar akan di-pass through ke penumpang dalam bentuk penyesuaian harga tiket.

Survei ini dilaksanakan dengan dukungan penuh dari Garuda Indonesia dalam pengumpulan data langsung kepada penumpang, menggunakan pendekatan kuantitatif melalui kuesioner digital yang disebar ke responden dengan karakteristik tertentu. Melalui kerja sama ini, Garuda Indonesia berupaya untuk memahami ekspektasi dan preferensi pelanggan terhadap inisiatif keberlanjutan, khususnya penggunaan SAF, guna mendukung proses pengambilan kebijakan yang responsif dan berorientasi pada kepuasan pengguna jasa. Hasil studi ini akan menjadi referensi penting dalam pengembangan strategi komunikasi dan penyesuaian layanan menuju penerbangan yang lebih ramah lingkungan dan berkelanjutan.

As part of its commitment to clean energy transition in the aviation sector, Garuda Indonesia has established a strategic partnership with Indonesia Palm Oil Strategic Studies (IPOSS) in conducting research titled Passenger Perception Survey on Sustainable Aviation Fuel (SAF) Implementation. This research aims to explore passengers' perceptions and capabilities in facing the potential increase in flight costs due to the use of SAF, in line with government policies that target the SAF mix of 1% by 2027 and increase to 2.5% by 2030 as stated in the National SAF Industry Roadmap. This change in fuel composition may have an impact on operational costs, which will most likely be passed through to passengers in the form of ticket price adjustments.

The survey was conducted with full support from Garuda Indonesia in collecting data directly from passengers, using a quantitative approach through digital questionnaires distributed to respondents with certain characteristics. Through this collaboration, Garuda Indonesia seeks to understand customer expectations and preferences towards sustainability initiatives, particularly the use of SAF, to support a responsive and service user satisfaction-oriented policy-making process. The results of this study will be an important reference in developing communication strategies and service adjustments towards more environmentally friendly and sustainable flights.

## Rekosistem untuk Mengurangi Emisi Limbah Non Organik

Rekosistem for Reducing Non-Organic Waste Emissions

Garuda Indonesia telah memiliki upaya atau inisiasi operasi baru untuk mereduksi emisi gas rumah kaca dari operasi *business as usual* melalui Program Waste Management. Program Waste seluruh *stakeholder* yang berada di sekitar wilayah operasional Garuda Indonesia dimana terdapat *waste station* milik rekosistem untuk mengurangi limbah non organik dari operasional Garuda Indonesia. Berdasarkan kerja sama yang telah dilakukan, Garuda Indonesia berhasil menurunkan jumlah emisi CO<sub>2</sub> selama 2024 sebesar 12.926 kgCO<sub>2</sub>.

Garuda Indonesia has initiated new operations to reduce greenhouse gas emissions from business as usual operations through the Waste Management Program. The Waste Program involves all stakeholders around Garuda Indonesia's operational areas where there are waste stations owned by reecosystems to reduce non-organic waste from Garuda Indonesia's operations. Based on the cooperation that has been carried out, Garuda Indonesia has succeeded in reducing the amount of CO<sub>2</sub> emissions during 2024 by 12,926 kgCO<sub>2</sub>.

### Pengendalian Emisi Penipis Lapisan Ozon [GRI 305-6]

Garuda Indonesia senantiasa memerhatikan penggunaan berbagai material yang digunakan sebagai penunjang aktivitas operasionalnya. Perseroan menghindari penggunaan Bahan Perusak Ozon (BPO) yang meliputi senyawa kimia yang potensial dapat bereaksi dengan molekul ozon di lapisan stratosfer.

Garuda Indonesia menyadari adanya berbagai risiko lingkungan akibat penggunaan BPO. Garuda Indonesia mendukung penuh kebijakan pemerintah untuk memperketat, melarang, dan penggunaan BPO. Garuda Indonesia telah melakukan pemetaan untuk mengetahui ada atau tidaknya penggunaan zat perusak ozon. Hasil pemetaan menunjukkan bahwa tidak ada penggunaan BPO pada seluruh aktivitas operasional Garuda Indonesia. Garuda Indonesia juga tidak memproduksi, mengimpor dan mengekspor bahan perusak ozon.

### Ozone Depletion Emission Control [GRI 305-6]

Garuda Indonesia consistently monitors the use of materials supporting its operational activities. The Company strictly avoids the use of Ozone-Depleting Substances (ODS), which include chemical compounds that potentially react with ozone molecules in the stratospheric ozone layer.

Garuda Indonesia is aware of the various environmental risks associated with the use of Ozone-Depleting Substances (ODS). The Company fully supports government policies to tighten regulations, prohibit, and phase out ODS. The Company conducts a mapping exercise to identify any potential ODS usage in its operations. The results of the mapping show that there is no use of ODS in any of Garuda Indonesia's operational activities. Garuda Indonesia also does not manufacture, import, or export ozone-depleting substances

### Beban Emisi Non GRK [GRI 305-7, TR-AF-120a.1]

Sampai dengan akhir 2024, Perseroan belum melakukan pengukuran beban emisi non GRK. Namun demikian, sebagai bagian dari pemenuhan ketentuan keselamatan dan perlindungan lingkungan dalam operasional penerbangan, setiap tipe pesawat udara yang beroperasi di wilayah Republik Indonesia wajib memenuhi persyaratan sertifikasi kebisingan (*aircraft noise certification*) sebagaimana diatur dalam *Civil Aviation Safety Regulation* (CASR) Part 36. Regulasi ini mengacu pada standar internasional yang ditetapkan dalam ICAO Annex 16 Volume 1 mengenai pengendalian kebisingan, khususnya persyaratan Tahap 3 (*Stage 3 Noise Standard*) atau yang setara.

Proses sertifikasi kebisingan dilakukan bersamaan dengan sertifikasi tipe (*type certification*) pesawat udara. Sertifikat kebisingan ini tidak memiliki masa berlaku tertentu dan tetap sah selama tidak ada perubahan pada desain, konfigurasi, atau sistem pesawat yang dapat mempengaruhi karakteristik kebisingannya. Apabila terjadi modifikasi yang berdampak pada tingkat kebisingan, maka diperlukan proses sertifikasi ulang untuk memastikan kepatuhan terhadap standar yang berlaku.

### Non-Ghg Emission Load [GRI 305-7, TR-AF-120a.1]

As of the end of 2024, the Company has not measured its non-GHG emissions. However, as part of compliance with safety and environmental protection requirements in flight operations, every type of aircraft operating in the territory of the Republic of Indonesia must meet noise certification requirements as stipulated in Civil Aviation Safety Regulation (CASR) Part 36. These regulations refer to international standards set out in ICAO Annex 16 Volume 1 on noise control, specifically Stage 3 Noise Standard or equivalent.

The noise certification process is conducted concurrently with the aircraft type certification. The noise certificate has no specific validity period and remains valid as long as there are no changes to the aircraft's design, configuration, or systems that could affect its noise characteristics. If modifications are made that impact noise levels, a recertification process is required to ensure compliance with applicable standards.

Informasi mengenai tingkat kebisingan pesawat dicantumkan dalam dokumen resmi seperti *Type Certificate Data Sheet* (TC Data Sheet) dan *Airplane Flight Manual* (AFM). Sesuai dengan ketentuan dalam CASR Part 91, salinan dokumen ini wajib dibawa dan disimpan di dalam pesawat setiap saat sebagai bagian dari dokumen penerbangan yang harus tersedia untuk keperluan pemeriksaan dan verifikasi oleh otoritas yang berwenang.

Dalam hal ini, seluruh armada pesawat Garuda Indonesia telah memenuhi ketentuan tersebut dan telah memiliki sertifikat kebisingan yang sah dan berlaku, sesuai standar nasional maupun internasional. Pemenuhan persyaratan ini merupakan bagian dari komitmen Garuda Indonesia dalam menjamin operasional yang aman, andal, dan ramah lingkungan.

## Aspek Limbah dan Efluen

### Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis [OJK F.13]

Aktivitas operasional Garuda Indonesia menghasilkan berbagai jenis limbah, baik padat/cair, maupun B3/non-B3 (Bahan Beracun dan Berbahaya). Jenis dan sumber limbah bisa dipetakan yaitu dari aktivitas perkantoran (kertas, botol, plastik), limbah domestik (buangan toilet, air hujan, dan lainnya), limbah kantin (sisa makanan), limbah tanaman (pemangkasan pohon), dan limbah klinik (jarum suntik, obat). Sedangkan, limbah B3 yang dihasilkan dari aktivitas operasional Perseroan yaitu Limbah elektronik, AC bekas, baterai/accu bekas, lampu dan oli bekas. Untuk limbah non-B3 meliputi sampah domestik, plastik, kaleng, sisa makanan dan limbah cair yang berasal dari toilet maupun dapur kantor. Total limbah B3 maupun non-B3 sebesar 38.390 Ton. Adapun besarnya limbah yang dihasilkan sebagai berikut:

### Jumlah Limbah B3 The Amount of Toxic and Hazardous Waste

Jenis Type	Metode Pengelolaan Management Method	Satuan Unit	2024	2023	2022
Limbah elektronik, AC bekas, baterai/accu bekas, lampu Electronic waste, used AC, used batteries, lamps	Bekerja sama dengan pihak ketiga Working with third parties	Ton Tons	988	522	2.078
Oli Bekas Used Oil	Diangkut dan ditampung oleh pihak ketiga yang berizin dan bersertifikat Transported and stored by licensed and certified third parties	Kg	433,5	0	139
Aerosol, oli (oil), lavatory	Diserahkan kepada otoritas bandara tujuan Submitted to the destination airport authority	Pcs (kaleng) Pcs (can)	15.609	13.069	6.456
Medis Medis	Diserahkan kepada pihak ketiga yang bekerjasama dengan Pengelola Gedung Handed over to a third party in cooperation with the Building Manager	Kg	2.398	988	1.569

Information regarding aircraft noise levels is included in official documents such as the *Type Certificate Data Sheet* (TC Data Sheet) and the *Airplane Flight Manual* (AFM). In accordance with the provisions of CASR Part 91, copies of these documents must be carried and stored on board the aircraft at all times as part of the flight documents that must be available for inspection and verification by the competent authority.

In this regard, the entire fleet of Garuda Indonesia aircraft has met these requirements and holds valid noise certificates in accordance with both national and international standards. Compliance with these requirements is part of Garuda Indonesia's commitment to ensuring safe, reliable, and environmentally friendly operations.

## Waste and Effluent Aspects

### The Type-Based Amount of Waste And Effluent Produced [OJK F.13]

Garuda Indonesia's operational activities generate various types of waste, solid/liquid and hazardous/non-hazardous. These waste types originate from multiple sources, such as office activities (paper, bottles, plastic), domestic waste (toilet waste, rainwater, etc.), cafeteria waste (food scraps), plant waste (tree pruning), and clinical waste (syringes, medicine). Toxic and hazardous waste generated from the Company's operational activities includes electronic waste, used air conditioners, used batteries/accumulators, lamps, and used oil. Non-hazardous waste includes domestic trash, plastic, cans, food scraps, and liquid waste from toilets and office kitchens. Total hazardous and non-hazardous waste amounted to 38,390 tons. The amount of waste generated is as follows:

## Jumlah Limbah Non-B3

### The Amount of Non-hazardous Waste

Jenis Type	Metode Pengelolaan Management Method	Satuan Unit	2024	2023	2022
Sampah domestik, plastik, kaleng, sisa makanan Domestic waste, plastic, cans, and food waste	Bekerja sama dengan pihak ketiga Working with third parties	Kg	1.080	2.825	576
Air Limbah dari Kantor Pusat Effluent from the Head Office	Sewage Treatment Plant (STP) Sewage Treatment Plant (STP)	M <sup>3</sup>	37.398	13.932,16	13.641,12

### Mekanisme Pengelolaan Limbah dan Efluen [OJK F.14]

Pengelolaan limbah menjadi salah satu fokus bagi Garuda Indonesia. Hal ini dikarenakan Perseroan menyadari bahwa limbah yang dihasilkan dapat memberikan dampak negatif bagi lingkungan apabila tidak dikelola dengan baik. Dalam pengelolaannya, limbah padat yang dihasilkan dibuang di Tempat Pembuangan Sementara (TPS), kemudian dibuang ke Tempat Pembuangan Akhir (TPA) dengan bantuan pihak ketiga (Pemerintah Daerah). Sedangkan air limbah diolah dengan sistem *Sewage Treatment Plant* (STP) di lokasi Garuda Sentra Operasi (GSO), kemudian langsung dibuang ke saluran kota.

Perseroan juga telah memiliki standar minim terkait kualitas pembuangan air limbah. Standar minimum untuk kualitas pembuangan air limbah ditentukan agar air limbah yang dibuang ke lingkungan tidak mencemari dan merusak ekosistem serta tidak membahayakan kesehatan manusia. Di Indonesia, standar ini diatur dalam Peraturan Menteri Lingkungan Hidup dan Kehutanan (Permen LHK), dengan dasar hukum sebagai berikut :

- Peraturan Pemerintah (PP) No. 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup.
- Permen LHK No. P.68/MENLHK/SETJEN/KUM.1/8/2016 tentang Baku Mutu Air Limbah.

Dampak dari limbah perusahaan bisa sangat luas dan serius, tergantung pada jenis limbahnya (cair, padat, gas, B3, dan lainnya). Berikut ini adalah beberapa dampak utama yang dihasilkan dari limbah perusahaan:

1. Dampak Terhadap Lingkungan:
  - a. Pencemaran Air
    - Limbah cair yang dibuang ke sungai atau laut tanpa pengolahan dapat mencemari air.
    - Mengurangi kadar oksigen terlarut, mematikan ikan dan biota air lainnya.
    - Meningkatkan kadar logam berat, menyebabkan bioakumulasi dalam rantai makanan.
  - b. Pencemaran Udara
    - Emisi gas beracun (CO<sub>2</sub>, SO<sub>2</sub>, NO<sub>x</sub>, VOC, dan lainnya) menyebabkan polusi udara.

### Waste and Effluent Management Mechanism [OJK F.14]

Waste management is a key focus for Garuda Indonesia, as the Company acknowledges the potential negative environmental impact of improperly managed waste. In its management, solid waste is disposed of at Temporary Storage Sites (TPS) before being transferred to Final Disposal Sites (TPA) in collaboration with a third party (Local Government Authorities). Meanwhile, effluent is processed through the Sewage Treatment Plant (STP) system located at Garuda Operation Center (GSO) before being discharged directly into the city's drainage system.

Furthermore, the Company does not produce, import, or export ozone-depleting substances. The Company has established minimum standards for wastewater quality to ensure that discharged wastewater does not pollute or damage ecosystems and poses no risk to human health. In Indonesia, these standards are regulated under the Ministry of Environment and Forestry Regulation (Permen LHK), with the following legal bases:

- Government Regulation No. 22 of 2021 concerning the Implementation of Environmental Protection and Management.
- LHK Ministerial Regulation No. P.68/MENLHK/SETJEN/KUM.1/8/2016 about Wastewater Quality Standards.

The impact of corporate waste can be very broad and serious, depending on the type of waste (liquid, solid, gas, hazardous and toxic materials, etc.). The following are some of the main impacts caused by company waste:

1. Impact on the Environment:
  - a. Water pollution
    - Liquid waste that is dumped into rivers or the sea without treatment can pollute the water.
    - It reduces dissolved oxygen levels, kills fish, and other aquatic biota.
    - It also increases heavy metal levels, which cause bioaccumulation in the food chain.
  - b. Air Pollution
    - Emissions of toxic gases (CO<sub>2</sub>, SO<sub>2</sub>, NO<sub>x</sub>, VOC, and others) cause air pollution.

- Berkontribusi pada efek rumah kaca dan perubahan iklim.
  - Menimbulkan bau tidak sedap, mengganggu kenyamanan warga sekitar.
- c. Pencemaran Tanah
    - Limbah padat atau cair yang dibuang sembarangan dapat merusak struktur dan kesuburan tanah.
    - Menghambat pertumbuhan tanaman.
    - Dapat menyebabkan keracunan pada organisme tanah.
  - d. Kerusakan Ekosistem
    - Kehilangan keanekaragaman hayati.
    - Gangguan pada rantai makanan.
    - Eutrofikasi (ledakan alga) akibat limbah kaya nutrisi seperti nitrogen dan fosfor.
2. Dampak Terhadap Kesehatan Manusia:
    - a. Penyakit kulit, saluran pernapasan, dan pencernaan akibat kontak atau konsumsi air yang tercemar.
    - b. Keracunan logam berat (seperti merkuri, timbal) dapat menyebabkan gangguan sistem saraf dan kerusakan organ.
    - c. Penyakit kronis dan kanker karena paparan zat kimia berbahaya.
    - d. Wabah penyakit dari limbah organik yang tidak terkelola (menjadi tempat berkembang biaknya binatang pengganggu seperti lalat, nyamuk, tikus).
  3. Dampak Sosial-Ekonomi:
    - a. Menurunnya kualitas hidup masyarakat sekitar.
    - b. Menurunnya nilai properti dan tanah di daerah terdampak.
    - c. Biaya besar untuk perbaikan lingkungan dan pengobatan kesehatan.
    - d. Potensi konflik sosial antara masyarakat dan perusahaan
- Contributes to the greenhouse effect and climate change.
  - Causes an unpleasant odor, disturbing the comfort of residents.
- c. Land Pollution
    - Solid or liquid waste that is disposed of carelessly can damage the structure and fertility of the soil.
    - Inhibits plant growth.
    - Possibly cause poisoning in soil organisms.
  - d. Ecosystem Damage
    - Loss of biodiversity.
    - Disturbance in the food chain.
    - Eutrophication (algal blooms) that caused by nutrient-rich waste such as nitrogen and phosphorus.
2. Impact on Human Health:
    - a. Skin, respiratory, and digestive diseases due to contact with or consumption of contaminated water.
    - b. Heavy metal poisoning (such as mercury, lead) can cause nervous system disorders and organ damage.
    - c. Chronic diseases and cancer caused by exposure to hazardous chemicals.
    - d. Disease outbreaks from unmanaged organic waste (becoming a breeding ground for pests such as flies, mosquitoes, and rats).
  3. Socio-Economic Impact:
    - a. Decline in the quality of life of the surrounding community.
    - b. Decline in property and land values in affected areas
    - c. High costs for environmental restoration and healthcare.
    - d. Potential for social conflict between local communities and companies.

Oleh karenanya, Garuda Indonesia senantiasa melakukan pemantauan limbah yang dihasilkan. Pemantauan limbah adalah kegiatan penting untuk memastikan bahwa pembuangan limbah oleh Garuda Indonesia tidak melebihi batas baku mutu yang telah ditetapkan oleh pemerintah. Pemantauan ini biasanya dilakukan secara rutin, sistematis, dan terdokumentasi.

Berikut adalah poin-poin penting terkait pemantauan limbah yang dilakukan oleh Perusahaan:

- a. Pemantauan Limbah Cair
  - Pengukuran PH dan logam berat menggunakan TDS (*Total Dissolved Solids*) atau alat ukur untuk menghitung jumlah zat yang terlarut dalam air.
- b. Pemantauan Limbah Padat
  - Volume limbah yang dihasilkan (organik, anorganik, B3).

Therefore, Garuda Indonesia always monitors the waste produced. Waste monitoring is an essential activity to ensure that waste disposal by Garuda Indonesia complies with the quality standards set by the government. This monitoring is usually carried out routinely, systematically, and documented.

The following are key points regarding the waste monitoring conducted by the company

- a. Liquid Waste Monitoring
 

Measuring pH and heavy metals using TDS (*Total Dissolved Solids*) or a measuring tool to calculate the amount of substances dissolved in water.
- b. Solid Waste Monitoring
  - Overseeing the volume of waste produced (organic, inorganic, hazardous, and toxic materials).

- Cara penyimpanan, pengangkutan, dan pembuangan akhir.
- Dokumentasi pengelolaan limbah B3 (*manifest* limbah).

Garuda Indonesia juga senantiasa melakukan pengelolaan limbah sebagaimana tertuang dalam Prosedur Pengelolaan Limbah B3 Medis dan Non Medis Revisi 00 yang berlaku sejak 01 Februari 2023. Perseroan melakukan penyimpanan limbah B3 Medis TPS *freezer* yang tersedia dan limbah B3 Non Medis ke TPS Gudang B3 secara harian. Selanjutnya, Perseroan melakukan pengangkutan limbah B3 Medis dan Non Medis oleh PT Jalan Hijau maksimal 3 (tiga) bulan.

Terkait limbah B3 medis, petugas sanitarian menerima limbah medis dari masing masing penghasil limbah yaitu Ruang Laboratorium, Ruang IGD, Ruang Tindakan dan Ruang Gigi:

1. Menerima limbah medis dari penghasil limbah
2. Petugas melakukan pemilahan sampah medis yang sudah dilakukan ditempatkan dalam kantong plastik kuning
3. Limbah medis berupa jarum suntik dimasukkan kedalam safety box.
4. Limbah medis berupa perban bekas, kapas bekas dimasukkan ke kantong plastik berwarna kuning.
5. Limbah medis yang sudah dipilah lalu disimpan pada *freezer* sebagai TPS limbah medis dan setelah 3 (tiga) bulan paling lama diambil oleh PT JALAN HIJAU yang merupakan pihak ke 2 yang nantinya diserahkan ke pihak pemusnah yaitu PT WASTEC INTERNASIONAL.

Terkait limbah B3 non medis adalah limbah padat dan cair yang dihasilkan oleh bagian *engineering* seperti oli, lampu TL, battery dan elektronik. Prosedur pengelolaan limbah B3 non medis sebagai berikut:

1. Menerima limbah non medis dari penghasil limbah
2. Petugas melakukan pemilahan limbah padat non medis seperti lampu TL, battery dan elektronik yang sudah dilakukan ditempatkan dalam wadah plastik atau kardus.
3. Limbah cair non medis berupa oli ditempatkan pada derigen plastik.
4. Limbah Non Medis yang sudah dipilah lalu disimpan di Gudang limbah B3 TPS limbah Non Medis dan setelah 3 (tiga) bulan paling lama diambil oleh PT Jalan Hijau yang merupakan pihak ke 2 (dua) yang nantinya diserahkan ke pihak pemusnah yaitu PT Wastec Internasional.

Adapun proses pengelolaan limbah di Perseroan, disimpulkan sebagai berikut.

- Monitoring storage, transportation, and final disposal methods.
- Documenting hazardous waste management (waste manifest).

Garuda Indonesia also continues to carry out waste management as stipulated in the Medical and Non-Medical B3 Waste Management Procedure Revision 00 which is valid since February 01, 2023. The Company stores Medical B3 waste in the available freezer TPS and Non-Medical B3 waste in the B3 Warehouse TPS on a daily basis. Furthermore, the Company transports Medical and Non-Medical B3 waste by PT Jalan Hijau for a maximum of 3 (three) months.

Regarding medical hazardous waste, sanitarian officers receive medical waste from each waste generator, namely the Laboratory Room, Emergency Room, Action Room and Dental Room:

1. Receive medical waste from waste generators
2. The officer performs the sorting of medical waste that has been done is placed in a yellow plastic bag
3. Medical waste in the form of syringes is put into a safety box.
4. Medical waste in the form of used bandages, used cotton is put into a yellow plastic bag.
5. Medical waste that has been sorted is then stored in the freezer as a medical waste TPS and after 3 (three) months at most it is taken by PT JALAN HIJAU which is the 2nd party which will later be handed over to the destroyer, namely PT WASTEC INTERNATIONAL.

Related non-medical B3 waste is solid and liquid waste generated by the engineering department such as oil, TL lamps, batteries and electronics. Non-medical hazardous waste management procedures are as follows:

1. Receive non-medical waste from waste generators
2. Officers sort non-medical solid waste such as TL lamps, batteries and electronics that have been placed in plastic or cardboard containers.
3. Non-medical liquid waste in the form of oil is placed in a plastic derigen.
4. Non-medical waste that has been sorted is then stored in the non-medical waste TPS B3 waste warehouse and after 3 (three) months at most is taken by PT Jalan Hijau which is the second party (two) which will later be handed over to the destroyer, namely PT Wastec International.

The waste management process in the Company is concluded as follows.

**Tabel Pengelolaan Limbah Berdasarkan Jenisnya**  
Table of Type-Based Waste Management

	Jenis Limbah Type of Waste	Metode Pengelolaan Management Method
B3 Toxic and Hazardous	Limbah elektronik, AC bekas, baterai/accu bekas, lampu Electronic waste, used AC, used batteries, lamps	Bekerja sama dengan pihak ketiga Working with third parties
	Oli Bekas Used Oil	Diangkut dan ditampung oleh pihak ketiga yang berizin dan bersertifikat Transported and stored by licensed and certified third parties
	Aerosol , oli, lavatory	Pembuangan limbah aerosol (B3) setelah digunakan untuk operasional penerbangan internasional kemudian diserahkan kepada Authority setempat Disposal of aerosol waste (toxic and hazardous) after being used for international flight operations is then handed over to the local authority
	Perusahaan mengidentifikasi jenis limbah B3 yaitu oli & medis di GSM (Garuda Sentra Medika), GITC (Garuda Indonesia Training Center), dan GSO (Garuda Setra Operasi) The Company identified the types of hazardous waste, namely oil & medical at GSM (Garuda Sentra Medika), GITC (Garuda Indonesia Training Center), and GSO (Garuda Setra Operasi)	Pengelolaan dengan vendor yang bekerjasama dengan Pengelola Gedung Management with vendors who cooperate with the Building Manager
Non B3 Non-toxic and Non-hazardous	Sampah domestik, plastik, kaleng, sisa makanan Domestic waste, plastic, cans, and food waste	Bekerja sama dengan pihak ketiga Working with third parties
	Air Limbah dari Kantor Pusat Effluent from the Head Office	Sewage Treatment Plant (STP)
	Limbah non-B3 di GSM, GITC, GSO Non-hazardous waste at GSM, GITC, GSO	Pengelolaan dengan vendor yang bekerjasama dengan Pengelola Gedung Management with vendors who cooperate with the Building Manager

### Tumpahan yang Terjadi [OJK F.15]

Garuda Indonesia melakukan pengelolaan berbagai bahan atau zat seperti bahan kimia, minyak, dan bahan bakar, atau zat-zat lainnya berpotensi memengaruhi kualitas tanah, air, udara, keragaman hayati, dan kesehatan manusia yang memiliki risiko untuk tumpah dengan hati-hati.

Sepanjang tahun 2024, tidak terjadi tumpahan atau kebocoran bahan kimia, minyak, dan bahan bakar.

### Aspek Pengaduan Terkait Lingkungan Hidup

#### Jumlah dan Materi Pengaduan Lingkungan Hidup Yang Diterima dan Diselesaikan [OJK F.16]

Garuda Indonesia senantiasa mematuhi seluruh regulasi di bidang lingkungan hidup. Hal ini bertujuan untuk meminimalkan dampak negatif atas aktivitas bisnis yang dijalankan. Garuda Indonesia menyediakan sarana bagi masyarakat untuk menyampaikan pengaduan terkait lingkungan hidup melalui call center, live chat, Email, Website, Media Sosial (Facebook & Twitter), Suggestion form, customer service di bandara dan di kantor penjualan. Sampai dengan akhir tahun 2024, tidak terdapat pengaduan lingkungan hidup.

### Spillage [OJK F.15]

Garuda Indonesia manages various materials or substances such as chemicals, oil, fuel, and other substances that can potentially affect the quality of soil, water, air, biodiversity, and human health and carry the risk of spillage.

Throughout 2024, there was no spillage or leakage of chemicals, oil, and fuel.

### Environmental Complaint Aspect

#### Number and Material of Environmental Complaints Received And Resolved [OJK F.16]

Garuda Indonesia is committed to fully complying with all environmental regulations to minimize the negative impacts of its business activities. The Company offers multiple channels for the public to submit environmental complaints, including its call center, live chat, email, website, social media (Facebook & Twitter), suggestion forms, and customer service at airports and sales offices. As of the end of 2024, there was no environmental complaints received.

## Kinerja Sosial

### Komitmen untuk Memberikan Layanan Atas Produk dan/atau Jasa yang Setara Kepada Konsumen [OJK F.17]

Dalam menjalankan usahanya, Garuda Indonesia senantiasa menjunjung tinggi prinsip kesetaraan termasuk menerapkan prinsip kesetaraan layanan kepada konsumen. Perseroan tidak membedakan layanan berdasarkan suku, agama, ras, warna kulit, pandangan politik, dan sebagainya. Penerapan kesetaraan layanan tersebut merupakan kepatuhan Perseroan terhadap Undang-Undang Perlindungan Konsumen pasal 7, huruf c, yang mewajibkan pelaku usaha memperlakukan atau melayani konsumen secara benar dan jujur serta tidak diskriminatif. Dalam penjelasan pasal tersebut disebutkan, "Pelaku usaha dilarang membedakan konsumen dalam memberikan pelayanan. Pelaku usaha dilarang membedakan mutu pelayanan kepada konsumen. Kesetaraan layanan juga disampaikan dalam Bab Hubungan dengan Pelanggan dalam Etika Bisnis Garuda Indonesia yaitu perilaku yang harus ditampilkan oleh insan Garuda Indonesia antara lain adalah memberikan layanan optimal dengan tidak membedakan suku, agama, ras, warna kulit, dan status sosial.

### Aspek Ketenagakerjaan

#### Kesetaraan Kesempatan Bekerja [OJK F.18, GRI 405-1]

Garuda Indonesia senantiasa menjunjung tinggi prinsip kesetaraan atau non-diskriminasi kepada karyawan sejak proses rekrutmen, dalam pengembangan kompetensi dan karier, pemberian remunerasi, dan lainnya. Berdasarkan prinsip tersebut, Perseroan memberikan kesempatan yang sama kepada karyawan untuk bekerja dan mengisi posisi atau jabatan sesuai dengan kapasitas dan kompetensi karyawan. Prinsip kesetaraan yang diterapkan oleh Perseroan merupakan wujud kepatuhan terhadap Undang-Undang No. 13 tahun 2003 dan Undang-Undang Nomor 6 Tahun 2023, penghormatan terhadap kesetaraan kesempatan dalam bekerja selaras dengan Undang-Undang Nomor 21 Tahun 1999 tentang Pengesahan ILO *Convention No. 111 Concerning Discrimination in Respect of Employment and Occupation* (Konvensi ILO Mengenai Diskriminasi dalam Pekerjaan dan Jabatan), Instruksi Presiden Republik Indonesia No. 9 Tahun 2000 tentang Pengarusutamaan Gender dalam Pembangunan Nasional, serta Panduan Kesetaraan dan Non Diskriminasi di Tempat Kerja di Indonesia (Kementerian Tenaga Kerja dan Transmigrasi RI). Secara spesifik, kesetaraan itu juga telah diatur dalam Etika Bisnis Garuda Indonesia.

Komitmen Garuda Indonesia untuk menciptakan kesetaraan dan menghindari diskriminasi dengan memberikan kesempatan yang setara kepada seluruh pegawai baik pria maupun wanita untuk bekerja dan menduduki berbagai posisi, termasuk posisi

## Social Performance

### Commitment To Provide Equivalent Services for Products and/or Services To Consumers [OJK F.17]

In running its business, Garuda Indonesia always upholds the principle of equality, including implementing the principle of equal service to consumers. The Company does not discriminate in its services based on ethnicity, religion, race, skin color, political views, or any other factor. This commitment to equality aligns with the Consumer Protection Law, Article 7, letter c, which mandates that businesses serve consumers fairly, honestly, and without discrimination. The law explicitly mentioned that "Businesses are prohibited from discriminating against consumers when providing services. Businesses are prohibited from discriminating in the quality of service to consumers." Garuda Indonesia further emphasizes service equality in its Business Ethics, particularly in the Customer Relations section, which outlines the expected conduct of its personnel. This includes providing optimal service to all customers, regardless of ethnicity, religion, race, skin color, or social status.

### Employment Aspect

#### Equality of Employment Opportunity [OJK F.18, GRI 405-1]

Garuda Indonesia consistently upholds the principles of equality and non-discrimination towards employees, starting from the recruitment process through competency and career development, remuneration, and beyond. Based on these principles, the Company provides equal opportunities for employees to work and occupy positions in line with their capacities and competencies. The applied principle of equality reflects the Company's compliance with Law No. 13 of 2003 and Law No. 6 of 2023. Equal employment opportunities by the Company is also in line with Law No. 21 of 1999 on the Ratification of ILO *Convention No. 111 Concerning Discrimination in Respect of Employment and Occupation*, Presidential Instruction of the Republic of Indonesia No. 9 of 2000 on Gender Mainstreaming in National Development, and the Guidelines on Equality and Non-Discrimination in the Workplace in Indonesia (Ministry of Manpower and Transmigration of the Republic of Indonesia). Specifically, equality is also addressed in Garuda Indonesia's Business Ethics.

Garuda Indonesia's commitment to creating equality and avoiding discrimination by providing equal opportunities to all male and female employees to work and occupy various positions, including top management positions, has resulted in no

manajemen puncak, telah membuahkan hasil tanpa adanya insiden diskriminasi selama tahun pelaporan. Oleh karena itu, Garuda Indonesia tidak perlu mengambil langkah perbaikan terkait kebijakan kesetaraan atau non-diskriminasi tersebut.

Adapun komposisi keberagaman manajemen dan pegawai adalah sebagai berikut.

incidents of discrimination during the reporting year. Therefore, Garuda Indonesia does not need to take any corrective measures regarding the equality or non-discrimination policy.

The composition of management and employee diversity is as follows.

### Tabel Keberagaman Manajemen dan Pegawai berdasarkan Level Organisasi [GRI 405-1]

Tabel Keberagaman Manajemen dan Pegawai berdasarkan Level Organisasi [GRI 405-1]

(Dalam Orang)  
(In People)

Level Jabatan Position Level	Jenis Kelamin Gender					Kelompok Usia Age Range						
	Pria Male	%	Wanita Female	%	Total	<30	%	30-50	%	>51	%	Total
<b>Manajemen</b> Management												
Direktur Director	5	0,11%	1	0,02%	6	0	0,00%	1	0,02%	5	0,11%	6
<b>Pegawai</b> Employee												
Vice President Vice President	32	0,71%	6	0,13%	38	0	0,00%	31	0,68%	7	0,15%	38
Senior Manager	144	3,20%	58	1,29%	202	5	0,11%	171	3,79%	26	0,57%	202
Manager	279	6,20%	226	5,02%	505	29	0,64%	406	9,01%	70	1,55%	505
Staf Staff	1.818	40,38%	1.933	42,94%	3.751	900	20,00%	2.252	50,02%	599	13,30%	3.751
<b>Jumlah Total</b>	<b>2.278</b>	<b>50,60%</b>	<b>2.224</b>	<b>49,40%</b>	<b>4.502</b>	<b>934</b>	<b>20,80%</b>	<b>2.861</b>	<b>63,52%</b>	<b>707</b>	<b>15,68%</b>	<b>4.502</b>

Selain itu, Perseroan juga memberikan kesempatan kerja pada calon pegawai disabilitas melalui rekrutmen pegawai darat. Adapun persyaratan yang harus dipenuhi oleh calon pegawai disabilitas yaitu dengan melampirkan surat keterangan resmi dari Rumah Sakit Pemerintah yang menyatakan jenis dan derajat disabilitas maksimal derajat 2 berdasarkan Peraturan Menteri Kesehatan Republik Indonesia No: 104/MENKES/PER/II/1999 tentang Rehabilitasi Medik pada Pasal 7.

#### Rekrutmen dan Turnover

Seiring dengan perkembangan teknologi, tuntutan akan sumber daya manusia yang unggul, terampil, dan kompeten semakin meningkat. Oleh karenanya, dalam rangka memenuhi kebutuhan sumber daya manusia, Perseroan melakukan rekrutmen bagi pegawai darat melalui *Management Development Program* (MDP). Perseroan berkomitmen untuk melakukan perekrutan secara transparan dan memberikan kesempatan yang sama bagi pelamar terlepas dari jenis kelamin dan SARA. Pelaksanaan

The Company also provides employment opportunities to prospective employees with disabilities through the recruitment of ground employees. The requirements that must be met by prospective employees with disabilities are by attaching an official certificate from a Government Hospital stating the type and degree of disability of a maximum of degree 2 based on the Regulation of the Minister of Health of the Republic of Indonesia No. 104/MENKES/PER/II/1999 concerning Medical Rehabilitation in Article 7.

#### Recruitment and Turnover

Along with technological developments, the demand for superior, skilled, and competent human capital is increasing. Therefore, to meet its human capital needs, the Company is recruiting employees through the Management Development Program (MDP). The Company is committed to conducting transparent recruitment and providing equal opportunities for applicants regardless of gender, race, religion, and ethnicity. The implementation of recruitment refers to the Human

rekrutmen mengacu pada Human Capital Manual Terbitan 8 Amandemen 2 Tanggal 29 Desember 2022. Proses rekrutmen dilakukan secara transparan dan independen melalui *website* karir Perseroan <http://career.garuda-indonesia.com> & *Corporate Information* dan juga secara aktif mencegah terjadinya penipuan-penipuan rekrutmen yang mengatasnamakan Garuda Indonesia dengan melakukan sosialisasi infografis Waspada Penipuan melalui media sosial instagram (@garuda.indonesia), twitter (@recruitmentGA), facebook (Garuda Indonesia), linkedin (Garuda Indonesia).

Pada tahun 2024, Garuda Indonesia telah melaksanakan proses rekrutmen pegawai di 5 (lima) kota, yakni Makassar, Manado, Padang, Surabaya, dan Yogyakarta. Perseroan telah merekrut 302 orang karyawan.

Capital Manual Issue 8 Amendment 2 dated December 29, 2022. The recruitment process is carried out transparently and independently through the Company's career website <http://career.garuda-indonesia.com> & Corporate Information and also actively prevents recruitment fraud in the name of Garuda Indonesia by disseminating the Fraud Alert info graphic through social media Instagram (@garuda.indonesia), Twitter (@recruitmentGA), Facebook (Garuda Indonesia), LinkedIn (Garuda Indonesia).

In 2024, Garuda Indonesia conducted the employee recruitment process in five cities: Makassar, Manado, Padang, Surabaya, and Yogyakarta. The Company has recruited 302 employees.

### Rekrutmen Karyawan Baru Berdasarkan Kelompok Usia Age-Group-Based Recruitment of New Employees

(Dalam Orang)  
(In People)

Kelompok Usia Age Group	2024	2023	2022
18-20 tahun 18-20 years old	0	0	0
21-30 tahun 21-30 years old	229	113	9
31-40 tahun 31-40 years old	55	0	8
41-50 tahun 41-50 years old	10	0	5
>50 tahun >50 years old	8	2	3
<b>Total</b>	<b>302</b>	<b>115</b>	<b>25</b>

### Komposisi Karyawan Baru Berdasarkan Jenis Kelamin Gender-Based New Employee Composition

(Dalam Orang)  
(In People)

Uraian Description	2024	2023	2022
Pria Male	125	43	24
Wanita Female	177	72	1
<b>Total</b>	<b>302</b>	<b>115</b>	<b>25</b>

## Rekrutmen Karyawan Baru Berdasarkan Wilayah Kerja

### Work-Area-Based Recruitment of New Employees

(Dalam Orang)  
(In People)

Wilayah Work Area	2024	2023	2022
Jakarta (Kantor Pusat) Jakarta (Head Office)	302	115	25
Di Luar Jakarta Outside Jakarta	0	0	0
<b>Total</b>	<b>302</b>	<b>115</b>	<b>25</b>

Karyawan yang berhenti bekerja merupakan hal yang wajar dalam dinamika sebuah perusahaan, namun tetap menjadi tantangan bagi organisasi. Keputusan seorang karyawan untuk mengundurkan diri dapat dipengaruhi oleh berbagai faktor, mulai dari alasan pribadi, perubahan karier, hingga ketidakpuasan terhadap kondisi kerja. Pada tahun 2024, terdapat 279 orang karyawan berhenti bekerja.

Employees leaving their jobs is a normal part of a company's dynamics, but it remains a challenge for the organization. An employee's decision to resign can be influenced by various factors, from personal reasons, career changes, to dissatisfaction with working conditions. In 2024, 279 employees resigned.

## Komposisi Karyawan Berhenti Bekerja Berdasarkan Kelompok Usia

### Age-Group-Based Composition of Employees Leaving the Company

(Dalam Orang)  
(In People)

Kelompok Usia Age Group	2024	2023	2022
18-20 tahun 18-20 years old	0	0	0
21-30 tahun 21-30 years old	57	36	116
31-40 tahun 31-40 years old	86	58	280
41-50 tahun 41-50 years old	22	23	92
>50 tahun >50 years old	114	73	414
<b>Total</b>	<b>279</b>	<b>190</b>	<b>902</b>

## Komposisi Karyawan Berhenti Bekerja Berdasarkan Jenis Kelamin

### Gender-based Composition of Employees Leaving the Company

(Dalam Orang)  
(In People)

Uraian Description	2024	2023	2022
Pria Male	133	96	426
Wanita Female	146	94	476
<b>Total</b>	<b>279</b>	<b>190</b>	<b>902</b>

## Komposisi Karyawan Berhenti Bekerja Berdasarkan Wilayah Kerja

### Work-Area-Based Composition of Employees Leaving the Company

(Dalam Orang)  
(In People)

Wilayah Work Area	2024	2023	2022
Jakarta (Kantor Pusat) Jakarta (Head Office)	223	20	879
Di Luar Jakarta Outside Jakarta	56	170	23
<b>Total</b>	<b>279</b>	<b>190</b>	<b>902</b>

Berbagai alasan karyawan karyawan meninggalkan Perseroan di antaranya sebagai berikut. The following are among the various reasons employees leave.

## Tabel Penyebab Karyawan Meninggalkan Perseroan dan Tingkat Turnover

### Table of Reasons for Employees Leaving the Company and Turnover Rate

(Dalam Orang)  
(In People)

Wilayah Work Area	2024	2023	2022
Pensiun Retirement	87	42	73
Pensiun Dini Early Retirement	55	89	752
Meninggal Death	1	5	7
Mengundurkan Diri Resignation	14	13	25
Diberhentikan Dismissal	122	41	45
Jumlah karyawan meninggalkan Perseroan (mengundurkan diri dan alasan lainnya) Number of employees leaving the Company (resignation and other reasons)	279	42	902
Jumlah karyawan awal tahun Number of employees at the start of the year	4.502	4.459	5.203
Jumlah karyawan akhir tahun Number of employees at the end of the year	4.413	4.401	4.459
(Jumlah karyawan awal tahun + akhir tahun) x (Number of employees at the start of the year + at the end of the year) x 1/2	4.458	4.430	4.822
Tingkat Turnover Turnover Rate	6%	4%	19%

## Tabel Turnover Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Usia

Table of Age-Based Employee Turnover Due to Resignations

Keterangan Description	2024	2023	2022
18-20 tahun 18-20 years old	0	0	0
21-30 tahun 21-30 years old	6%	4%	19%
31-40 tahun 31-40 years old	4%	3%	14%
41-50 tahun 41-50 years old	4%	4%	8%
>50 tahun >50 years old	16%	10%	60%

## Tabel Turnover Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Jenis Kelamin

Table of Gender-Based Employee Turnover Due to Resignations

Keterangan Description	2024	2023	2022
Pria Male	6%	4%	18%
Wanita Female	7%	4%	22%

## Tabel Turnover Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Wilayah Kerja

Table of Work-Area-Based Employee Turnover Due to Resignations

Keterangan Description	2024	2023	2022
Jakarta (Kantor Pusat) Jakarta (Head Office)	5%	4%	20%
Di Luar Jakarta Outside Jakarta	34%	15%	16%

**Pelatihan dan Pengembangan Kompetensi** [OJK F.22, GRI 404-1, 404-2, 404-3]

Sebagai perusahaan penerbangan nasional yang terus berkembang, Garuda Indonesia menghadapi tantangan untuk tetap menjadi pemimpin pasar di industri yang sangat dinamis dan kompetitif. Untuk memastikan keberlanjutan dan kesuksesan jangka panjang, Garuda Indonesia menyadari pentingnya pengelolaan sumber daya manusia (SDM) yang unggul dan memiliki kompetensi yang sesuai dengan tuntutan zaman. Program pengembangan kompetensi di Garuda Indonesia diluncurkan dengan tujuan untuk meningkatkan kualitas SDM yang dimiliki perusahaan, seiring dengan perubahan cepat dalam teknologi, kebijakan industri, serta harapan pelanggan yang terus berkembang. Sebagai bagian dari visi perusahaan untuk menjadi maskapai yang terdepan, Garuda Indonesia berkomitmen untuk menciptakan lingkungan kerja yang mendukung pengembangan keterampilan teknis dan non-teknis karyawan, yang mencakup kemampuan manajerial, kepemimpinan, komunikasi, serta keterampilan teknis yang spesifik dalam industri penerbangan.

Dalam memberikan program pengembangan kompetensi, Garuda Indonesia menjunjung tinggi prinsip kesetaraan dengan memastikan bahwa setiap pegawai, tanpa memandang latar belakang, posisi, atau gender, memiliki kesempatan yang sama untuk mengikuti pelatihan dan pengembangan yang dapat meningkatkan keterampilan serta kemampuan pegawai. Pengelolaan program pelatihan dibagi menjadi 8 (delapan) kategori, yaitu *Pilot Training Flight Attendant Training, Flight Operation Officer dan Ground Operational Support Training, Sales and Marketing Training, Maintenance and Engineering Training, Ground Service Training, Cargo Training, Leadership Training, dan General Training.*

Perseroan telah melakukan program pengembangan kompetensi di tahun 2024, terkait *leadership* (struktural level), *culture* (termasuk *diversity*), *compliance* (semua pegawai), *data protection* (Semua pegawai), dan *inclusivity* (*women development*). Pada tahun 2024, Perseroan telah menyelenggarakan 3.212 pelatihan yang diikuti 21.398 peserta dari Internal perusahaan. Berikut adalah informasi detail tentang program *training* dari yaitu:

**Competency Training and Development** [OJK F.22, GRI 404-1, 404-2, 404-3]

As a growing national airline company, Garuda Indonesia faces the challenge of remaining a market leader in a highly dynamic and competitive industry. To ensure long-term sustainability and success, Garuda Indonesia recognizes the importance of managing excellent human resources (HR) who have competencies that are in line with the demands of the times. Garuda Indonesia's competency development program was launched with the aim of improving the quality of the company's human resources in line with the rapid changes in technology, industry policies, and evolving customer expectations. As part of the company's vision to become a leading airline, Garuda Indonesia is committed to creating a work environment that supports the development of employees' technical and non-technical skills, which include managerial, leadership, communication, and technical skills specific to the aviation industry.

In providing competency development programs, Garuda Indonesia upholds the principle of equality by ensuring that every employee, regardless of background, position, or gender, has the same opportunity to participate in training and development that can improve employee skills and abilities. The training program management is divided into 8 (eight) categories, namely *Pilot Training Flight Attendant Training, Flight Operation Officer and Ground Operational Support Training, Sales and Marketing Training, Maintenance and Engineering Training, Ground Service Training, Cargo Training, Leadership Training, and General Training.*

The Company has conducted competency development programs in 2024, related to *leadership* (structural level), *culture* (including *diversity*), *compliance* (all employees), *data protection* (all employees), and *inclusivity* (*women development*). In 2024, the Company has organized 3,212 trainings attended by 21,398 participants from within the Company. The following is detailed information about the training program of the Company:

**Tabel Realisasi Program Pengembangan Kompetensi Tahun 2024**  
Table of Competency Development Program Realization in 2024

Nama Pelatihan Training Name	Realisasi 2024 2024 Realization			Tempat Pelatihan Training Place	Penyelenggara Organizer
	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	Jumlah Jam Pelatihan Total Training Hours		
Pilot	2.166	10.322	98.758	GITC Boeing (SIN) CAE (SIN) ANA (HND)	Internal
Flight Attendant	596	7.761	240.813	GITC	Internal

## Tabel Realisasi Program Pengembangan Kompetensi Tahun 2024

Table of Competency Development Program Realization in 2024

Nama Pelatihan Training Name	Realisasi 2024 2024 Realization			Tempat Pelatihan Training Place	Penyelenggara Organizer
	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	Jumlah Jam Pelatihan Total Training Hours		
FOO & Ground Support	160	917	16.054	GITC	Internal
Maintenance and Engineering	38	393	7.736	GITC GMF	Internal
Airline Business	136	863	10.412	GITC Terminal Cargo	Internal
Management and Development Training	116	1142	28.605	GITC	Internal
<b>TOTAL</b>	<b>3.212</b>	<b>21.398</b>	<b>402.378</b>		

## Tabel Perkembangan Jumlah Peserta Pengembangan Kompetensi

Table of Competency Development Program Realization in 2024

Keterangan Description	2024	2023	2022
Peserta Pelatihan (orang) Training Participants (people)	21.398	21.415	23.415

Selama tahun 2024, jumlah peserta yang memperoleh pelatihan adalah 21.398 orang dengan jumlah jam pelatihan 402.378 jam. Rata-rata jam pelatihan setiap karyawan adalah 19 jam per karyawan.

In 2024, a total of 21,398 participants received training, amounting to 402,378 hours of training. The average training hours per employee is 19 hours per employee.

## Tabel Rata-Rata Jam Pelatihan Pegawai [OJK F.22]

Table of Average Employee Training Hours [OJK F.22]

Uraian Description	Jumlah Karyawan yang Memperoleh Pelatihan (Orang) Number of Employees Receiving Training (People)			Jam Pelatihan (Jam) Training Hours (Hours)			Rata-rata Jam Pelatihan Setiap Karyawan (Jam/Orang) Average Training Hours Per Employee (Hours/Person)		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Keseluruhan Overall	21.398	21.415	23.415	402.378	332.981	280.884	19	16	12
<b>Berdasarkan Jenis Kelamin</b> Based on Gender									
Pria Male	14.052	11.109	12.108	180.380	146.255	145.977	13	13	12
Wanita Female	7.346	10.306	11.307	221.998	186.726	134.908	30	18	12
<b>Berdasarkan Kategori Jabatan</b> Based on Position Category									
Vice President	194	102	143	2.662	998	1.271	14	10	9
Senior Manager	621	339	417	9.735	4.440	4.444	16	13	11
Manager	1617	2.529	2.948	26.015	32.103	35.922	16	13	12
Duty Manager/ Supervisor	9	134	124	206	1.697	1.501	23	13	12
Staff	18.957	18.311	19.783	363.760	293.743	237.745	19	16	12

Untuk menunjang peningkatan karir pegawai, Perseroan telah melakukan pelatihan-pelatihan sebagai berikut.

To support employee career development, the Company has conducted the following training.

### Pelatihan Program Bantuan Peralihan Tahun 2024 Transition Assistance Program Training of 2024

Materi Pelatihan Materi Pelatihan	Tujuan Tujuan	Waktu dan Tempat Waktu dan Tempat	Jumlah Peserta Jumlah Peserta
Basic Leadership for Junior Officer Batch 1	Membekali para Department Head Perusahaan dengan: 1. <i>Leadership Foundation</i>	6-8 Mar 24 – GITC March 6-8, 2024 – GITC	22
Basic Leadership for Junior Officer Batch 2	Memahami dasar-dasar kepemimpinan serta memperoleh wawasan langsung dari pimpinan untuk memperkuat peran sebagai pemimpin.	24-26 Apr 24 – GITC April 24-26, 2024 – GITC	22
Basic Leadership for Junior Officer Batch 3	2. <i>Personal Capacity</i>	29-31 Mei 24 – GITC May 29-31, 2024 – GITC	23
Basic Leadership for Junior Officer Batch 4	Meningkatkan kemampuan dalam menyelesaikan masalah serta mengelola waktu secara efektif untuk mendukung produktivitas.	19-21 Jun 24 – GITC June 19-21, 2024 – GITC	23
Basic Leadership for Junior Officer Batch 5	3. <i>Giving Assignment</i>	31 Jul-2 Aug 24 – GITC July 31 -August 2, 2024 – GITC	28
Basic Leadership for Junior Officer Batch 6	Menguasai cara memberikan tugas secara tepat dan menyelenggarakan rapat yang efisien serta berorientasi pada hasil.	28-30 Aug 24 – GITC August 28-30, 2024 – GITC	16
Basic Leadership for Junior Officer Batch 7	4. <i>Developing Others</i>	9-11 Okt 24 – GITC October 9-11 2024 – GITC	25
	Mengembangkan keterampilan membimbing dan melatih orang lain guna mendukung pertumbuhan individu dan tim.		
	5. <i>Interpersonal Skills</i>		
	Membangun hubungan kerja yang positif dan meningkatkan citra diri sebagai pemimpin melalui penampilan dan sikap yang profesional		
	Equipping Company Department Heads with:		
Basic Leadership for Junior Officer Batch 8	1. <i>Leadership Foundation</i> Building positive working relationships and enhancing your image as a leader through professional appearance and attitude.	26-28 Nov 24 – GITC November 26-28, 2024 – GITC	24
	2. <i>Personal Capacity</i> Building positive working relationships and enhancing your image as a leader through professional appearance and attitude.		
	3. <i>Giving Assignment</i> Improving problem-solving and time management skills to support productivity.		
	4. <i>Developing Others</i> astering how to assign tasks appropriately and conduct efficient, results-oriented meetings.		
	5. <i>Interpersonal Skills</i> Developing skills in mentoring and coaching others to support individual and team growth.		

**Pelatihan Program Bantuan Peralihan Tahun 2024**  
Transition Assistance Program Training of 2024

Materi Pelatihan Materi Pelatihan	Tujuan Tujuan	Waktu dan Tempat Waktu dan Tempat	Jumlah Peserta Jumlah Peserta
Garuda Emerging Leadership Program Batch 1	Membekali para Division Head Perusahaan dengan : 1. Memberikan pemahaman dan keterampilan memimpin dan membangun kinerja terbaik dalam organisasi.	2-4 Okt 24 – GITC October 2-4, 2024 – GITC	25
Garuda Emerging Leadership Program Batch 2	2. Memberikan keterampilan cara mengelola orang dan organisasi secara tepat dan adaptif. 3. Memberikan pemahaman tentang pentingnya inovasi dalam menghadapi bisnis yang semakin dinamis.	21-23 Okt 24 GITC October 21-23, 2024 – GITC	26
Garuda Emerging Leadership Program Batch 3	4. Memberikan pemahaman pengetahuan dan keterampilan kepada para pemimpin dalam hal pemecahan masalah yang kreatif dan pengambilan keputusan yang tepat dengan berbagai teknik dan pendekatan. 5. Memberikan pengetahuan dan keterampilan praktis untuk dapat mengembangkan kemampuan berpikir secara kritis dalam merumuskan masalah, menemukan akar permasalahan, hingga menghasilkan alternatif solusi dan memilih solusi terbaik untuk dilakukan.	11-13 Dec 24 – GITC December 11-13, 2024 – GITC	26
Garuda Emerging Leadership Program Batch 4	Equipping Company Division Heads with: 1. Providing an understanding of and skills in leading and building top performance within the organization 2. Providing skills on how to manage people and organizations appropriately and adaptively 3. Providing an understanding of the importance of innovation in facing increasingly dynamic businesses 4. Providing leaders with knowledge and skills in creative problem solving and appropriate decision making using various techniques and approaches 5. Providing practical knowledge and skills to develop critical thinking skills in formulating problems, identifying root causes, generating alternative solutions, and selecting the best solution to implement	20-22 Nov 24 – GITC November 20-22, 2024 – GITC	26
Garuda Executive Leadership Program Batch 1	1. Membekali para Group Head dengan kompetensi yang diperlukan untuk memahami kondisi organisasi dan positioning di pasar, 2. Mengembangkan kemampuan untuk menavigasi tujuan dan mengidentifikasi peluang strategi, 3. Memprioritaskan fokus terhadap pelanggan, dan menginspirasi orang lain, serta 4. Memimpin perubahan secara efektif, dan menyalakan semangat kreativitas untuk mengembangkan solusi inovatif.	31 Okt-1 Nov – Bogor October 31-November 1, 2024 – Bogor	17
Garuda Executive Leadership Program Batch 2	1. Equipping Group Heads with the necessary competencies to understand the organization's condition and positioning in the market, 2. Develop the ability to navigate goals and identify strategic opportunities, 3. Prioritize focus on customers, and inspire others, as well as 4. Lead change effectively, and ignite creativity to develop innovative solutions.	6-7 Nov 24 – Bogor November 6-7 2024 – Bogor	21

Perseroan juga memberikan program pelatihan prapensiun kepada karyawan yang akan memasuki masa prapensiun. Pelatihan ini bertujuan untuk menyiapkan pegawai yang akan memasuki masa pensiun sehingga pada saat pensiun memiliki pola pikir dan konsep untuk membuka usaha secara mandiri dan tetap sejahtera. Namun sejak pasca pandemi program ini dihentikan sementara hingga pemberitahuan selanjutnya.

The Company also provides pre-retirement training programs to employees who will enter the pre-retirement period. This training aims to prepare employees who will retire so that at the time of retirement they have the mindset and concept to open a business independently and remain prosperous. However, since the post-pandemic period, this program has been temporarily suspended until further notice.

Dalam upaya mencapai tujuan kinerja perusahaan, program pengembangan karier dirancang dengan prinsip kesetaraan dan keadilan, dengan tetap memperhatikan faktor-faktor seperti kinerja individu, pemenuhan KPI, tingkat pendidikan, dan kompetensi setiap pegawai. Setiap karyawan didorong untuk memberikan kinerja terbaiknya, membuka peluang untuk naik ke posisi yang lebih tinggi. Seluruh aktivitas pengembangan direncanakan, dipantau, dan dievaluasi melalui *Employee Development Plan* (EDP). Pengembangan SDM dapat disesuaikan dengan kebutuhan individu melalui berbagai metode, seperti *coaching* dan *mentoring* antara atasan dan bawahan, penugasan yang menantang, serta pelatihan keterampilan praktis. Proses pengembangan pegawai dilakukan dengan memperhatikan kompetensi dan persyaratan jabatan, aspirasi pegawai yang telah disetujui oleh atasan, serta prioritas dan kebutuhan Perseroan secara keseluruhan.

Perseroan juga melakukan pemetaan terhadap calon suksesor untuk posisi struktural di setiap direktorat guna menilai tingkat kesiapan dan kebutuhan pengembangan para calon tersebut. Pemetaan dalam Perencanaan Suksesi ini juga mempermudah untuk mengidentifikasi posisi-posisi yang memiliki dampak langsung terhadap kelangsungan bisnis perusahaan atau posisi dengan kualifikasi khusus yang memerlukan waktu lebih lama untuk mempersiapkan calon suksesor. Berdasarkan hasil asesmen maupun perencanaan suksesi, tercatat 523 orang yang telah dipromosikan ke jabatan baru.

Selain itu, pengembangan karier juga dilakukan melalui rotasi jabatan yang melibatkan pegawai dari level Officer hingga Vice President. Pada tahun 2024, tercatat sebanyak 3.575 orang yang mengikuti rotasi jabatan, mengalami peningkatan hampir 200% dibandingkan dengan tahun 2023, yang disebabkan oleh beberapa faktor, dengan perubahan organisasi sebagai penyebab utama. Di tahun 2024, Perseroan juga melaksanakan asesmen kompetensi untuk mengevaluasi kesesuaian kemampuan pegawai dengan posisi yang akan diisi. Proses asesmen kompetensi internal mengalami penurunan sebesar 9% dibandingkan tahun 2023, dengan total peserta mencapai 174 pegawai. Selain kegiatan asesmen internal, untuk mengisi posisi kosong di jajaran Direksi Entitas Anak, perusahaan juga telah melaksanakan uji kelayakan dan asesmen sesuai dengan standar yang ditetapkan oleh Kementerian BUMN untuk kandidat baik internal maupun eksternal perusahaan.

To achieve the Company's performance goals, career development programs are designed based on the principles of equality and fairness, while still considering factors such as individual performance, KPI achievement, educational background, and employees' competency. Every employee is encouraged to deliver their best performance, creating opportunities to advance to higher positions. All development activities are strategically planned, monitored, and evaluated through the Employee Development Plan (EDP). HC development is tailored to individual needs through various approaches, such as coaching and mentoring between supervisors and subordinates, challenging assignments, and practical skills training. The employee development process takes into account competencies and job requirements, employee aspirations that have been approved by supervisors, as well as the priorities and needs of the Company as a whole.

The Company also conducted a mapping of successor candidates for structural positions in each directorate to assess the level of readiness and development needs of these candidates. The mapping in Succession Planning also makes it easier to identify positions that have a direct impact on the company's business continuity or positions with special qualifications that require more time to prepare successor candidates. Based on the results of assessments and succession planning, 523 people have been promoted to new positions.

In addition, career development is also carried out through job rotations involving employees from Officer to Vice President level. In 2024, there were 3,575 people who participated in job rotations, an increase of almost 200% compared to 2023, due to several factors, with organizational changes as the main cause. In 2024, the company also conducted competency assessments to evaluate the suitability of employees' abilities for the positions to be filled. The internal competency assessment process decreased by 9% compared to 2023, with a total of 174 employees participating. In addition to internal assessment activities, to fill vacant positions on the Board of Directors of subsidiaries, the company has also carried out due diligence and assessments in accordance with the standards set by the Ministry of SOEs for candidates both internal and external to the company.

Tahun Year	Jumlah Pegawai yang Mendapatkan Peninjauan Number of Employees Undergoing Review	Hasil Penilaian dan Relevansi Pengembangan Karier Assessment Results and Relevance of Career Development		
		Promosi Promotions	Mutasi/Rotasi Mutations/Rotations	Demosi Demotion
2024	4.107 (100% dari total karyawan tetap) 4,107 (100% of total permanent employees)	523	3.575	-
2023	4.161 (100% dari total karyawan tetap) 4,161 (100% of total permanent employees)	194	718	-
2022	4.296 (100% dari total karyawan tetap) 4,296 (100% of total permanent employees)	266	561	-

**Kebebasan Berserikat** [GRI 2-30, 407-1, TR-AL-310a.1, TR-AL-310a.2]

Perseroan senantiasa membangun hubungan industrial yang harmonis. Hubungan industrial yang harmonis antara perusahaan dengan pegawai merupakan faktor penting untuk terselenggaranya operasional usaha yang berkelanjutan. Perseroan senantiasa menjamin hak kebebasan berserikat seluruh pegawai di seluruh wilayah operasional. Sesuai dengan Undang-Undang No.13 Tahun 2003 tentang Ketenagakerjaan, serta Keputusan Menteri Tenaga Kerja dan Transmigrasi No. Kep 255/Men/2003 tentang Tatacara Pembentukan dan Susunan Keanggotaan LKS Bipartit, Garuda Indonesia telah memiliki Perjanjian Kerja Bersama (PKB) yang disusun manajemen bersama dengan Serikat Pekerja. PKB telah mencakup hak-hak seluruh (100%) karyawan.

Pengelolaan hubungan industrial dilakukan Perseroan dengan berkomitmen menjalankan ketentuan-ketentuan dalam Perjanjian Kerja Bersama (PKB) periode 2018-2020 beserta perpanjangannya agar tetap diimplementasikan dengan baik dengan berkoordinasi bersama Serikat Pekerja sampai dengan PKB terbaru ditetapkan mengingat hingga saat ini Perseroan masih dalam proses perundingan pembaharuan PKB bersama Serikat Pekerja. Perseroan membuka ruang komunikasi baik kepada Serikat Pekerja maupun pekerja sebagai sarana untuk menyampaikan hak, kewajiban, keluhan-kesah, dan ide-ide yang bertujuan untuk menciptakan suasana hubungan kerja yang harmonis antara pekerja dan manajemen Perseroan. Perseroan secara aktif melakukan upaya-upaya dalam rangka penyelesaian setiap perselisihan industrial dengan mengacu kepada PKB dan Undang-Undang yang berlaku.

Seiring dengan kebijakan manajemen untuk tetap menjaga komunikasi antara manajemen dan pekerja, Perseroan tetap meningkatkan intensitas komunikasi dengan serikat pekerja, termasuk dengan pekerja secara langsung sebagai sarana untuk menyampaikan hak, kewajiban, keluhan kesah, termasuk ide-ide dari pegawai yang bertujuan untuk menciptakan hubungan kerja yang harmonis serta tercapainya tujuan Perseroan. Berkaca pada berbagai kegiatan antara manajemen dan serikat pekerja di atas membuktikan bahwa Garuda Indonesia menjamin kebebasan karyawannya untuk berserikat, sebagaimana diatur dalam Undang-Undang Republik Indonesia Nomor 21 Tahun 2000 tentang Serikat Pekerja/Serikat Buruh, Undang-Undang Republik Indonesia Nomor 13 Tahun 2003 tentang Ketenagakerjaan, serta Konvensi ILO No.: 87/1948 tentang Kebebasan Berserikat dan Perlindungan atas Hak Berorganisasi (*Freedom of Association and Protection of Right to Organize*). Selama tahun 2024, tidak terdapat penghentian kerja (pemogokan kerja) yang dilakukan oleh pegawai. Dengan demikian, tidak terdapat hari kerja yang hilang akibat aksi mogok selama periode tersebut.

**Freedom of Association**[GRI 2-30, 407-1, TR-AL-310a.1, TR-AL-310a.2]

The company consistently fosters harmonious industrial relations between the Company and employees as they are crucial for the sustainable operation of the business. The Company always guarantees the right to freedom of association of all employees in all operational areas. In line with Law No. 13 of 2003 on Manpower, as well as the Decree of the Minister of Manpower and Transmigration No. Kep 255/Men/2003 on the Procedures for the Formation and Composition of the Bipartite LKS Membership, Garuda Indonesia has established a Collective Labor Agreement (CLA) developed by management in collaboration with the Labor Union. The PKB has covered the rights of all (100%) employees.

The Company manages industrial relations by committing to the implementation of the provisions in the Collective Labor Agreement (CLA) for the 2018-2020 period and its extensions to ensure it is well implemented in coordination with the Labor Union, until the latest CLA is established, as the Company is still in the process of negotiating the renewal of the CLA with the Labor Union. The Company opens communication channels to both the Labor Union and workers to convey rights, obligations, complaints, and ideas aimed at creating a harmonious working relationship between the workers and the management of the Company. The Company actively takes measures to resolve any industrial disputes by referring to the CLA and applicable laws.

In line with the management policy to maintain communication between management and employees, the Company continues to increase communication intensity with labor unions, including directly with employees to convey rights, obligations, complaints, and ideas from employees that aim to create harmonious working relationships and achieve the Company's objectives. The various activities between management and the labor union mentioned above demonstrate that Garuda Indonesia guarantees its employees' freedom to associate, as stipulated in the Republic of Indonesia Law No. 21 of 2000 on Labor Unions, the Republic of Indonesia Law No. 13 of 2003 on Manpower, and ILO Convention No. 87/1948 on Freedom of Association and Protection of the Right to Organize. During 2024, there were no work stoppages (strikes) by employees. As such, there were no working days lost due to strike action during this period.

## Tenaga Kerja Anak dan Tenaga Kerja Paksa [OJK F.19]

Garuda Indonesia berkomitmen untuk mendukung penuh penghapusan pekerja anak dan praktik kerja paksa. Upaya nyata untuk mengukuhkan dukungan tersebut adalah Perseroan memiliki kebijakan yang jelas tentang usia minimal karyawan maupun jam kerja karyawan. Usia minimal karyawan adalah 18 tahun, sedangkan jam kerja yang disepakati adalah 8 (delapan) jam 1 (satu) hari dan 40 (empat puluh) jam 1 (satu) minggu untuk 5 (lima) hari kerja dalam 1 (satu) minggu, sesuai dengan pasal 77 Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan.

Selain itu, Garuda Indonesia juga memberlakukan sistem sistem kerja bergiliran (shift work), yang pengaturannya disesuaikan dengan kondisi lapangan pekerjaan pada beberapa unit kerja dan level karyawan tertentu. Dengan pengaturan tersebut, apabila terdapat kelebihan waktu kerja, hal itu akan diperhitungkan sebagai kerja lembur yang besaran kompensasinya telah ditetapkan Perseroan sehingga tidak merugikan karyawan. Tak hanya itu, Garuda Indonesia juga memberikan kesempatan kepada karyawan untuk beristirahat pada jam-jam tertentu.

Penetapan batasan yang jelas tentang usia dan jam kerja karyawan merupakan implementasi undang-undang ketenagakerjaan dan beberapa regulasi yang lain, seperti Undang-Undang Republik Indonesia No. 20 Tahun 1999 tentang Pengesahan ILO Convention No. 138 Concerning Minimum Age for Admission to Employment (Konvensi ILO Mengenai Usia Minimum untuk Diperbolehkan Bekerja), dan Undang-Undang Republik Indonesia No. 1 Tahun 2000 tentang Pengesahan ILO Convention No. 182 Concerning The Prohibition And Immediate Action for The Elimination of The Worst Forms of Child Labour (Konvensi ILO No. 182 mengenai Pelarangan dan Tindakan Segera Penghapusan Bentuk-Bentuk Pekerjaan Terburuk untuk Anak). Adapun kebijakan tentang jam kerja yang jelas, termasuk pengaturan tentang lembur sehingga tidak terjadi kerja paksa, sejalan dengan Undang-Undang Republik Indonesia No. 19 Tahun 1999 tentang Pengesahan ILO Convention No. 105 Concerning The Abolition of Forced Labour (Konvensi ILO Mengenai Penghapusan Kerja Paksa).

## Upah Minimum Regional [OJK F.20, GRI 405-2]

Dalam memberikan remunerasi kepada pegawai, jumlah dan besaran remunerasi ditentukan berdasarkan posisi, kompetensi, dan akuntabilitas dengan menciptakan *internal equity* yang didasarkan pada kriteria yang bersifat objektif serta memperhatikan *external competitiveness* dan *market position* (harga pasar) sesuai dengan kemampuan Perseroan. Gaji di Perseroan dikelompokkan berdasarkan profesi penerbang, awak kabin dan pegawai darat (*ground staff*) *Head Office - Branch Office* (HOBO) yang komponennya terbagi atas *fixed pay* dan *variable pay*. Peninjauan terhadap penggajian yang diberikan kepada seluruh pegawai dilakukan pada pertengahan tahun

## Child Labor and Forced Labor [OJK F.19]

Garuda Indonesia is committed to fully supporting the elimination of child labor and forced labor practices. A concrete effort to strengthen this support is that the Company implements a clear policy on the minimum age of employees and employee working hours. The minimum age of employees is 18 years old, while the agreed working hours are 8 (eight) hours, 1 (one) day, and 40 (forty) hours, 1 (one) week, for 5 (five) working days in 1 (one) week, following article 77 of Law No. 13 of 2003 concerning Manpower.

In addition, Garuda Indonesia also implements a shift work system, the arrangement of which is adjusted to the conditions of the work field in several work units and certain employee levels. Under this arrangement, any excess working hours will be considered overtime, with compensation rates set by the Company to ensure that employees are not disadvantaged. Moreover, Garuda Indonesia provides employees with the opportunity to take breaks at certain hours.

The establishment of clear boundaries regarding employee age and working hours is an implementation of labor laws and other regulations, such as the Republic of Indonesia Law No. 20 of 1999 on the Ratification of ILO Convention No. 138 Concerning Minimum Age for Admission to Employment, and the Republic of Indonesia Law No. 1 of 2000 on the Ratification of ILO Convention No. 182 Concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labor. Additionally, the policy on working hours, including regulations on overtime to prevent forced labor, aligns with the Republic of Indonesia Law No. 19 of 1999 on the Ratification of ILO Convention No. 105 Concerning the Abolition of Forced Labor.

## Regional Minimum Wage [OJK F.20, GRI 405-2]

In providing remuneration to employees, the amount and scale of remuneration are determined based on position, competence, and accountability, by creating internal equity based on objective criteria, while also considering external competitiveness and market position in line with the Company's capabilities. Salaries in the Company are grouped based on professions such as pilots, cabin crew, and ground staff (Head Office - Branch Office, or HOBO), with components divided into fixed pay and variable pay. A review of the salaries provided to all employees is conducted mid-year, following the provisions outlined in the Collective Labor Agreement (CLA), by taking into account inflation, the

sesuai dengan ketentuan yang tertuang pada PKB dengan mempertimbangkan inflasi, kemampuan finansial Perseroan, dan pencapaian kinerja pegawai.

Strategi remunerasi yang mencakup kompensasi dan penghargaan disusun dengan mempertimbangkan 3 (tiga) hal yaitu MMC (*Market, Meritocracy, dan Company Capability*). Selain itu, Perseroan juga mempertimbangkan kinerja dan produktivitas dalam menetapkan penghargaan yang diberikan kepada pegawai dengan tetap mempertimbangkan kemampuan Perseroan baik di tahun berjalan ataupun di masa mendatang. Perseroan memberikan penghargaan kepada Pegawai yang telah berkontribusi dan memberikan loyalitas selama masa kerja tertentu yaitu untuk masa kerja 10 tahun, 20 tahun, 30 tahun, dan 35 tahun. Pada tahun 2024, Perseroan senantiasa menaruh perhatian penuh terhadap pelaksanaan penunjang pengoptimalan kinerja pegawai melalui kebijakan remunerasi yang baik meliputi besaran gaji pokok, tunjangan, FATA (*Flight Allowance & Travel Allowance*), fasilitas perangkat kerja, fasilitas Kesehatan, dan benefit lainnya yang diberikan oleh Perusahaan.

Berkaitan dengan kebijakan remunerasi, Garuda Indonesia juga telah menerapkan standar penggajian berdasarkan pemeringkatan pegawai dan jenjang jabatan. Untuk memberikan remunerasi yang kompetitif, Garuda Indonesia mengikuti *remuneration survey* pada industri sejenis dengan memperhatikan dan mematuhi undang-undang ketenagakerjaan dan peraturan Upah Minimum Regional (UMR). Seluruh pegawai tetap maupun tidak tetap (selain *outsourcer*) level terendah Garuda Indonesia menerima remunerasi di atas ketentuan Upah Minimum Regional (UMR) yang berlaku di Head Office yaitu di DKI Jakarta dengan rasio terendah upah yang diterima karyawan pada tahun 2024 dibandingkan dengan UMR adalah 1 : 1,19. Selanjutnya bagi pegawai PKWT kategori *Outsource* (Tenaga Alih Daya) untuk level terendah menerima remunerasi dengan nilai sama dengan ketentuan Upah Minimum Regional (UMR) yang berlaku di masing-masing daerah dengan rincian sebagai berikut:

Company's financial capability, and employee performance achievements into account.

The remuneration strategy, consisting of compensation and rewards, is formulated by considering 3 (three) factors: MMC (Market, Meritocracy, and Company Capability). The Company also considers performance and productivity when determining awards for employees while still considering the Company's capabilities in the current and future years. The Company gives awards to employees who have contributed and demonstrated loyalty over specific work periods, i.e., 10, 20, 30, and 35 years of service. In 2024, the Company continued to pay full attention to the implementation of supporting employee performance optimization through good remuneration policies, including the amount of basic salary, allowances, FATA (Flight Allowance & Travel Allowance), work equipment facilities, health facilities, and other benefits provided by the Company.

Regarding the remuneration policy, Garuda Indonesia has implemented salary standards based on employee rankings and position levels. To provide competitive remuneration, Garuda Indonesia participates in remuneration surveys within the same industry, while paying attention to and complying with labor laws and Regional Minimum Wage (UMR) regulations. All permanent and non-permanent employees at the lowest level of Garuda Indonesia receive remuneration above the applicable UMR in each operational area. The lowest wage ratio received by employees in 2024 compared to the UMR is 1:1.24. All Garuda Indonesia's lowest level permanent and non-permanent employees (other than outsourced) receive remuneration above the prevailing Regional Minimum Wage (UMR) at the Head Office in DKI Jakarta with the lowest ratio of wages received by employees in 2024 compared to the UMR being 1: 1.19. Furthermore, for PKWT employees in the *Outsource* category, the lowest level receives remuneration with a value equal to the provisions of the Regional Minimum Wage (UMR) applicable in each region with the following details:

Unit Usaha Business Unit	Upah Minimum Provinsi (Rp) Provincial Minimum Wage (IDR)	Imbal Jasa Karyawan Tingkat Terendah (Rp) Compensation of Lowest-Level Employee (Rp)	Persentase (%) Percentage (%)
DKI Jakarta	5.396.761,00	5.396.761,00	100
Kota Medan Medan City	4.014.072,00	4.014.072,00	100
Kota Bengkulu Bengkulu City	2.930.669,44	2.930.669,44	100
Kota Batam Batam City	4.989.600,00	4.989.600,00	100
Kota Banda Aceh Banda Aceh City	3.898.856,00	3.898.856,00	100

Unit Usaha Business Unit	Upah Minimum Provinsi (Rp) Provincial Minimum Wage (IDR)	Imbal Jasa Karyawan Tingkat Terendah (Rp) Compensation of Lowest-Level Employee (Rp)	Persentase (%) Percentage (%)
Kota Jambi Jambi City	3.607.223,00	3.607.223,00	100
Kabupaten Tapanuli Utara North Tapanuli Regency	3.017.649,00	3.017.649,00	100
Kabupaten Tapanuli Tengah Central Tapanuli Regency	3.242.323,00	3.242.323,00	100
Kabupaten Nias Nias Regency	2.992.559,00	2.992.559,00	100
Kota Padang Padang City	2.994.193,47	2.994.193,47	100
Kota Pangkalpinang Pangkalpinang City	3.876.600,00	3.876.600,00	100
Kota Pekanbaru Pekanbaru City	3.675.937,97	3.675.937,97	100
Kota Palembang Palembang City	3.916.635,48	3.916.635,48	100
Kabupaten Belitung Belitung Regency	3.876.600,00	3.876.600,00	100
Kota Bandar Lampung Bandar Lampung City	3.305.367,00	3.305.367,00	100
Kota Tanjung Pinang Tanjung Pinang City	3.623.654,00	3.623.654,00	100
Kota Bandung Bandung City	4.482.914,09	4.482.914,09	100
Kabupaten Bima Bima Regency	2.637.147,00	2.637.147,00	100
Kabupaten Banyuwangi Banyuwangi Regency	2.810.139,00	2.810.139,00	100
Kota Yogyakarta Yogyakarta City	2.655.041,81	2.655.041,81	100
Kabupaten Malang Malang Regency	3.553.530,00	3.553.530,00	100
Kota Surakarta Surakarta City	2.416.560,00	2.416.560,00	100
Kota Semarang Semarang City	3.454.827,00	3.454.827,00	100
Kota Surabaya Surabaya City	4.961.753,00	4.961.753,00	100

Unit Usaha Business Unit	Upah Minimum Provinsi (Rp) Provincial Minimum Wage (IDR)	Imbal Jasa Karyawan Tingkat Terendah (Rp) Compensation of Lowest-Level Employee (Rp)	Persentase (%) Percentage (%)
Kabupaten Badung Badung Regency	3.534.338,88	3.534.338,88	100
Kabupaten Jember Jember Regency	2.838.642,00	2.838.642,00	100
Kota Kupang Kupang City	2.396.696,00	2.396.696,00	100
Kota Mataram Mataram City	2.859.620,00	2.859.620,00	100
Kabupaten Manokwari Manokwari Regency	3.615.000,00	3.615.000,00	100
Kota Samarinda Samarinda City	3.724.437,20	3.724.437,20	100
Kabupaten Manggarai Barat West Manggarai Regency	2.328.970,00	2.328.970,00	100
Kota Ambon Ambon City	3.185.733,00	3.185.733,00	100
Kota Banjarmasin Banjarmasin City	3.599.182,13	3.599.182,13	100
Kabupaten Berau Berau Regency	4.081.396,31	4.081.396,31	100
Kabupaten Biak Numfor Biak Numfor Regency	4.285.850,00	4.285.850,00	100
Kota Balikpapan Balikpapan City	3.701.508,68	3.701.508,68	100
Kota Jayapura Jayapura City	4.285.850,00	4.285.850,00	100
Kota Gorontalo Gorontalo City	3.221.731,00	3.221.731,00	100
Kota Kendari Kendari City	3.314.389,80	3.314.389,80	100
Kota Manado Manado City	3.824.264,00	3.824.264,00	100
Kabupaten Mamuju Mamuju Regency	3.122.680,00	3.122.680,00	100
Kabupaten Merauke Merauke Regency	4.285.850,00	4.285.850,00	100
Kabupaten Nabire Merauke Regency	4.285.848,00	4.285.848,00	100
Kota Palangka Raya Palangka Raya City	3.525.154,26	3.525.154,26	100

Unit Usaha Business Unit	Upah Minimum Provinsi (Rp) Provincial Minimum Wage (IDR)	Imbal Jasa Karyawan Tingkat Terendah (Rp) Compensation of Lowest-Level Employee (Rp)	Persentase (%) Percentage (%)
Kota Palu Palu City	3.386.588,00	3.386.588,00	100
Kota Pontianak Pontianak City	3.024.820,00	3.024.820,00	100
Kota Sorong Sorong City	3.614.000,00	3.614.000,00	100
Kabupaten Mimika Mimika Regency	5.005.678,00	5.005.678,00	100
Kota Tarakan Tarakan City	4.460.405,00	4.460.405,00	100
Kota Ternate Ternate City	3.461.250,00	3.461.250,00	100
Kota Makassar Makassar City	3.880.136,87	3.880.136,87	100

Selain memberikan remunerasi kepada karyawan, Garuda Indonesia juga memberikan penyediaan berbagai fasilitas penunjang guna meningkatkan motivasi serta produktivitas kerja. Adapun fasilitas yang diberikan di antaranya:

1. Penghargaan kinerja, sesuai dengan kinerja dan kontribusi dari masing-masing pegawai;
2. Insentif Sales untuk memastikan pencapaian *revenue* dan *sales* perseroan;
3. Jaminan kesehatan pegawai dan keluarganya termasuk fasilitas kacamata dan persalinan;
4. Jaminan sosial tenaga kerja (BPJS);
5. Asuransi *Personal Accident*;
6. Tunjangan Hari Raya (THR);
7. Tunjangan cuti tahunan;
8. Tunjangan Tengah Tahun;
9. Tunjangan Shift;
10. Fasilitas pindah bagi pegawai yang mutasi;
11. Fasilitas Konsesi;
12. Program pensiun;
13. Fasilitas kegiatan seni dan olahraga bagi Pegawai.

Selain itu, Perseroan juga memberikan hak cuti melahirkan kepada karyawan. Garuda Indonesia telah memiliki program cuti melahirkan baik bagi karyawan laki-laki maupun perempuan yang tercantum dalam Perjanjian Kerja Bersama untuk karyawan tetap dan Kontrak Kepegawaian dengan Pihak Ketiga untuk karyawan *outsourc*.

Terkait dengan program pensiun, Perseroan telah memiliki ketentuan yang mengatur pemberian hak kesejahteraan karyawan setelah berakhirnya masa kerja (usia pensiun) baik yang bersifat *mandatory* ataupun ketentuan internal perusahaan, yang tertuang dalam Human Capital Manual chapter 8.3.5.8 dan Perjanjian Kerjasama (PKS) antara Perusahaan dan Pihak Ketiga.

In addition to remunerations, Garuda Indonesia also offers various supporting facilities to enhance motivation and work productivity. The facilities provided include:

1. Performance awards, based on each employee's performance and contribution;
2. Sales incentives to ensure the achievement of the Company's revenue and sales targets;
3. Health insurance for employees and their families, including eyeglasses and maternity benefits;
4. Social security for workers (BPJS);
5. Personal Accident Insurance;
6. Religious Holiday Allowance (THR);
7. Annual Leave Allowance;
8. Mid-Year Allowance;
9. Shift Allowance;
10. Transfer facilities for employees who are transferred;
11. Concession Facilities;
12. Retirement Program;
13. Facilities for arts and sports activities for employees.

In addition, the Company also provides maternity leave rights to employees. Garuda Indonesia has a maternity leave program for both male and female employees, which is stated in the Collective Labor Agreement and the Employment Contract with Third Parties, respectively, for permanent and outsourced employees.

In relation to the pension program, the Company has established provisions governing the granting of employee welfare rights upon the end of the employment period (retirement age), encompassing both mandatory and internal company policies. These provisions are stated in the Human Capital Manual chapter 8.3.5.8 and the Cooperation Agreement (PKS) between the Company and Third Parties.

## Lingkungan Bekerja Yang Layak dan Aman [OJK F.21]

Perseroan menyadari bahwa lingkungan kerja yang layak dan aman sesuai kaidah Kesehatan dan Keselamatan Kerja (K3) akan memberikan dampak positif pada meningkatkan produktivitas karyawan yang pada akhirnya akan meningkatkan kinerja perusahaan. Oleh karenanya, Perseroan senantiasa berkomitmen untuk mewujudkan lingkungan kerja terbaik dengan mematuhi regulasi yang berlaku, baik yang berkaitan dengan keselamatan kerja, kesehatan, maupun penyakit akibat kerja.

Kesehatan Kerja menjadi perhatian utama Perseroan sebagai bentuk kepatuhan terhadap Pasal 98, Undang-Undang Republik Indonesia Nomor 17 Tahun 2023 tentang Kesehatan, yang mengatur bahwa pemberi kerja bertanggung jawab melaksanakan upaya kesehatan kerja yang terintegrasi dengan sistem keselamatan dan kesehatan kerja. Sejalan dengan itu, Perseroan juga berkomitmen untuk mematuhi peraturan terkait Keselamatan Kerja yaitu Undang-Undang Republik Indonesia Nomor 1 Tahun 1970 tentang Keselamatan Kerja, yaitu setiap tenaga kerja berhak mendapat perlindungan atas keselamatannya dalam melakukan pekerjaan untuk kesejahteraan hidup dan meningkatkan produksi serta produktivitas nasional, dan setiap orang lainnya yang berada di tempat kerja perlu terjamin pula keselamatannya.

Upaya untuk menciptakan lingkungan kerja yang layak dan aman sesuai dengan prinsip K3 tidak hanya mengadopsi regulasi, tetapi juga komitmen manajemen dan karyawan Garuda Indonesia untuk bekerja sama dalam menerapkan regulasi tersebut, sehingga budaya K3 dapat terwujud di lingkungan perusahaan. Dengan penerapan budaya K3 ini, Perseroan optimis dapat mengurangi angka kecelakaan kerja menuju nol, serta mencegah terjadinya penyakit akibat kerja.

Terciptanya lingkungan yang layak juga didukung oleh penyediaan fasilitas kerja yang aman, bersih dan nyaman. Perseroan telah menyediakan fasilitas seperti toilet, ruang makan, ruang menyusui, penitipan anak, alat deteksi asap, fasilitas pemadam kebakaran, tempat ibadah, tempat parkir, dan fasilitas lainnya untuk mendukung kenyamanan dan keselamatan karyawan dalam menjalankan pekerjaannya.

## Decent and Safe Working Environment [OJK F.21]

The Company acknowledges that a decent and safe work environment, in line with Occupational Health and Safety (OHS) standards, has a positive impact on increasing employee productivity, which in turn will enhance the Company's performance. Therefore, the Company is committed to creating the best work environment by complying with applicable regulations, including those related to workplace safety, health, and occupational diseases.

Occupational health is a primary concern for the Company as part of its compliance with Article 98 of the Republic of Indonesia Law No. 17 of 2023 on Health, which stipulates that employers are responsible for implementing occupational health efforts integrated with the Occupational Health and Safety system. In line with this, the Company is also committed to complying with regulations related to occupational safety, specifically the Republic of Indonesia Law No. 1 of 1970 on Occupational Safety, which ensures that every worker is entitled to protection for their safety while performing work for the well-being of life and the improvement of national production and productivity, and that the safety of others in the workplace must also be guaranteed.

Efforts to create a safe and suitable work environment in line with OHS principles go beyond merely adopting regulations; they also reflect the commitment of Garuda Indonesia's management and employees to work together in applying these regulations, fostering an OHS culture within the Company. Through this culture, the Company is confident that it can reduce workplace accidents to zero and prevent occupational diseases.

The creation of a decent environment is also supported by the provision of safe, clean, and comfortable work facilities. The Company has provided facilities such as toilets, dining rooms, nursing rooms, daycares, smoke detectors, fire extinguishers, places of worship, parking lots, and other facilities to support employee comfort and safety in carrying out their work.

## Garuda Indonesia KidsLounge

Operated by PlayTime Daycare

Sebagai upaya Garuda Indonesia untuk meningkatkan produktivitas karyawan serta untuk memberikan rasa tenang dan nyaman bagi karyawan, khususnya yang memiliki anak berusia balita, Perseroan telah menghadirkan fasilitas "Garuda Indonesia Kids Lounge" (*Operated by PlayTime Daycare*), yang berlokasi di Gedung Manajemen Garuda Indonesia. Fasilitas daycare bertujuan untuk mendukung kesejahteraan karyawan dengan menyediakan tempat yang aman dan nyaman untuk anak-anak karyawan selama jam kerja, sehingga karyawan dapat lebih fokus dan produktif, sambil menjaga keseimbangan kehidupan kerja dan keluarga. Hal ini tidak hanya menguntungkan karyawan tetapi juga perusahaan, dalam bentuk kepuasan, loyalitas, dan peningkatan kinerja.

As part of Garuda Indonesia's commitment to enhance employee productivity and to provide a sense of ease and comfort for employees, especially those with toddlers, the Company has provided the "Garuda Indonesia Kids Lounge" facility (Operated by PlayTime Daycare), located in the Garuda Indonesia Management Building. This daycare facility aims to support employees' well-being by providing a safe and comfortable place for their children during working hours. By alleviating childcare concerns, the facility enables employees to be more focused and productive while maintaining a balance between work and family life. This initiative not only benefits employees through greater satisfaction, but also the Company, contributing to increased loyalty and improved performance.



## Sistem Keselamatan dan Kesehatan Kerja

### Landasan Kebijakan dan Sistem Keselamatan dan Kesehatan Kerja [GRI 403-1,403-8]

Penerapan K3 Garuda Indonesia berpedoman pada sejumlah regulasi yang mengatur K3 diantaranya:

1. Undang-undang No.1 Tahun 1970 tentang Keselamatan Kerja;
2. Undang-undang No. 23 tahun 1992 tentang Kesehatan;
3. Undang-Undang No. 36 Tahun 2009 tentang Kesehatan;
4. Undang-undang No. 13 Tahun 2003 tentang Ketenagakerjaan;
5. Undang-Undang Republik Indonesia Nomor 1 Tahun 2009 tentang Penerbangan;
6. Undang-Undang Republik Indonesia Nomor 24 Tahun 2011 tentang Badan Penyelenggara Jaminan Sosial;
7. Undang-Undang Republik Indonesia Nomor 17 Tahun 2023 tentang Kesehatan;
8. Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang
9. Keputusan Presiden No. 22 Tahun 1993 tentang Penyakit yang Timbul Akibat Hubungan Kerja;
10. Peraturan Presiden Republik Indonesia Nomor 7 Tahun 2019 tentang Penyakit Akibat Kerja;
11. Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen K3;
12. Permenaker RI No. PER.02/MEN/1992 tentang Tata Cara Penunjukan Kewajiban dan Wewenang Ahli K3;
13. Peraturan Menteri Tenaga Kerja Nomor 4 Tahun 1987 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3);

## Occupational Safety and Health System

### Policy Foundation and Occupational Health and Safety System [GRI 403-1, 403-8]

Garuda Indonesia's Occupational Health and Safety (OHS) implementation is guided by several regulations governing OHS, including:

1. Law No. 1 of 1970 on Occupational Safety;
2. Law No. 23 of 1992 on Health;
3. Law No. 36 of 2009 on Health;
4. Law No. 13 of 2003 on Employment;
5. Law No. 1 of 2009 on Aviation;
6. Law No. 24 of 2011 on the Social Security Administrative Body;
7. Law No. 17 of 2023 on Health;
8. Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law;
9. Presidential Decree No. 22 of 1993 on Diseases Arising from Work Relations;
10. Presidential Regulation of the Republic of Indonesia Number 7 of 2019 on Occupational Diseases
11. Government Regulation No. 50 of 2012 on the Implementation of the OHS Management System;
12. Minister of Manpower Regulation No. PER.02/MEN/1992 on Procedures for the Appointment, Obligations, and Authorities of OHS Experts;
13. The Regulation of the Minister of Manpower No. 4 of 1987 on the Occupational Health and Safety Advisory Committee (P2K3);

14. Peraturan Menteri Tenaga Kerja No. 5 tahun 1996 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3);
15. Peraturan Menteri Ketenagakerjaan Nomor 26 Tahun 2014 tentang Penyelenggaraan Penilaian Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja;
16. Etika Bisnis & Etika Kerja PT Garuda Indonesia (Persero) Tbk Tahun 2017.

Berdasarkan regulasi di atas, Garuda Indonesia menerbitkan berbagai regulasi internal di bidang K3 yang menjadi acuan bagi segenap manajemen dan pegawai. Sebagai Perusahaan Penerbangan Sipil, Perseroan berkomitmen untuk mengoptimalkan keselamatan kerja bagi pegawai dengan mematuhi ketentuan dari Civil Aviation Safety Regulation (CASR), International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), dan Directorate General of Civil Aviation (DGCA).

Penerapan K3 Garuda Indonesia mengadopsi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) karena bidang usaha yang dijalankan memenuhi dua syarat yang diatur di dalam pasal 5, Peraturan Pemerintah Republik Indonesia Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja, yaitu:

1. mempekerjakan pekerja/buruh paling sedikit 100 (seratus) orang; atau
2. mempunyai tingkat potensi bahaya tinggi.

Selaras dengan implementasi SMK3, Perseroan memberlakukan *Occupational Safety, Health, and Environment Management System* (OSH&EMS). Sistem yang diberlakukan sejak 2012 ini memuat satu set ekspektasi dan persyaratan yang harus dipatuhi atau dijadikan persyaratan minimum oleh seluruh (100%) insan Garuda Indonesia, rekan bisnis, kontraktor, pemasok, dan seluruh (100%) pihak lain yang terlibat dalam proses bisnis Garuda Indonesia termasuk di dalamnya semua karyawan dan pekerja yang bukan karyawan tetapi pekerjaannya dan/atau tempat kerjanya dikendalikan oleh Garuda Indonesia.

Pada tahun 2024 Garuda Indonesia telah mengikat Kerjasama dengan Perusahaan Jasa K3 (PJK3) yang bergerak di bidang konsultan dan training untuk mengembangkan dan mengimplementasikan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sesuai PP 50 Tahun 2012 dengan mengambil tingkat lanjutan 166 kriteria serta akan dilakukan sertifikasi SMK3 pada tahun 2025.

14. The Regulation of the Minister of Manpower No. 5 of 1996 on Occupational Health and Safety Management Systems (SMK3);
15. The Regulation of the Minister of Manpower No. 26 of 2014 on the Implementation of Occupational Health and Safety Management System Assessment;
16. Business Ethics & Work Ethics of PT Garuda Indonesia (Persero) Tbk of 2017.

Based on the aforementioned regulations, Garuda Indonesia has issued various internal regulations in the field of OHS, which serve as a reference for all management and employees. As a Civil Aviation Company, the Company is committed to optimizing occupational safety for employees by complying with the provisions of the Civil Aviation Safety Regulation (CASR), the International Civil Aviation Organization (ICAO), the International Air Transport Association (IATA), and the Directorate General of Civil Aviation (DGCA).

The implementation of OHS at Garuda Indonesia adopts the Occupational Health and Safety Management System (SMK3) because the business sector in which it operates fulfills two requirements stipulated in Article 5 of the Government Regulation of the Republic of Indonesia Number 50 of 2012 on the Implementation of the Occupational Health and Safety Management System, which mandates the following:

1. employing no less than 100 (one hundred) workers/laborers; or
2. possessing a high level of potential danger.

In line with the implementation of SMK3, the Company has established an Occupational Safety, Health, and Environment Management System (OSH&EMS). The system, which has been in place since 2012, contains a set of expectations and requirements that must be complied with or treated as minimum requirements by all (100%) Garuda Indonesia personnel, business partners, contractors, suppliers, and all (100%) other parties involved in Garuda Indonesia's business processes, including all employees and workers who are not employees but whose work and/or workplace are controlled by Garuda Indonesia.

In 2024, Garuda Indonesia entered into cooperation agreement with an OHS Service Company (PJK3) in the field of consulting and training to develop and implement an Occupational Health and Safety Management System (SMK3) in accordance with Government Regulation Number 50 of 2012 by taking an advanced level of 166 criteria. SMK3 certification will be conducted in 2025.

## Pemetaan Risiko Kerja [GRI 403-2]

Garuda Indonesia melakukan identifikasi risiko kerja untuk menilai potensi terjadinya kecelakaan kerja di lingkungan perusahaan. Identifikasi risiko kerja dilakukan karena kegiatan usaha di Perseroan memiliki risiko terjadinya kecelakaan kerja. Meskipun risiko tersebut kecil, setiap potensi kecelakaan kerja harus diantisipasi. Selain menimbulkan kerugian secara langsung bagi korban, kecelakaan kerja juga berpotensi menimbulkan dampak yang jauh lebih besar, seperti menurunnya reputasi perusahaan, hilangnya jam dan hari kerja, menimbulkan tuntutan hukum dan sebagainya. Berdasarkan hasil identifikasi tersebut, Garuda Indonesia mengambil langkah-langkah untuk meminimalkan risiko, serta melakukan tindak lanjut dan perbaikan apabila risiko tersebut terjadi sebagaimana disampaikan dalam tabel berikut:

## Work Risk Mapping [GRI 403-2]

Garuda Indonesia conducted a workplace risk identification to assess the potential for occupational accidents within the Company's environment. Identification of work risks was carried out because business activities in the Company entail the risk of occupational accidents. Regardless of how minor the risk of occupational accidents may be, it must be anticipated. In addition to causing direct losses to victims, occupational accidents also have the potential to create much larger impacts, such as damaging the company's reputation, loss of working hours, potential legal liabilities, and more. Based on the results of the identification, Garuda Indonesia took steps to minimize the risk, as well as follow-up actions and improvements if these risks occur, as stated in the following table:

### Tabel Pemetaan Risiko Kecelakaan Kerja Garuda Indonesia Tahun 2024

Table of Risk Mapping for Garuda Indonesia Occupational Accidents in 2024

Jenis Pekerjaan Type of Work	Risiko Kecelakaan/ Penyakit yang Timbul Akibat Kerja Risk of Accidents/Diseases Arising from Relevant Work	Upaya Meminimalkan Risiko Efforts to Minimize Risks	Insiden Tahun 2024 Total Incident in 2024	Upaya yang Dilakukan Atas Insiden Efforts Made upon Incident
Air Crew	Kehilangan keseimbangan pada saat penerbangan GA 983/JED-CGK/25 Juni 2024 sehingga terjatuh. Loss of balance during flight GA 983/JED-CGK on June 25, 2024, resulting in a fall.	Pemberian rawat jalan dan terapi konservatif dan fisioterapi oleh Dokter Sp. OT. Diterbitkan Infokes Longsick TMT 27/6/2024 sd 27/9/2024 Aktif 28/9/2024 The provision of outpatient care, conservative therapy, and physiotherapy by an Orthopaedic and Traumatology Specialist. Issued by Infokes Longsick, effective from June 27, 2024, to September 27, 2024, and active on September 28, 2024.	1	<ul style="list-style-type: none"> <li>Melakukan pelaporan kepada internal unit yang membidangi fasilitas Kesehatan, unit yang membidangi <i>quality &amp; safety</i> serta unit human capital berkaitan dengan klaim asuransi kecelakaan kerja.</li> <li>Menerbitkan dan mempublikasikan <i>safety information</i> terkait dengan <i>situational awareness</i>, menyampaikan sebagai <i>lesson learn</i> pada setiap akitifitas <i>training</i> dan sebagainya.</li> <li>Reporting to internal units in charge of health facilities, units in charge of quality &amp; safety, and human capital regarding the occupational accident insurance claim.</li> <li>Issuing and publishing safety information related to the situational awareness, conveying it as a lesson learned in every training activity and other relevant initiatives.</li> </ul>
Air Crew	Pada penerbangan MEL-CGK pada tanggal 12 Juli 2024 saat proses <i>boarding</i> penumpang, ybs membantu mendorong koper penumpang ke <i>luggage bin</i> , lalu ransel penumpang 36D di depannya menimpa kepala ybs On the MEL-CGK flight on July 12, 2024, during the boarding process, an individual concerned helped push the passenger's suitcase into the luggage bin. Then, the passenger's backpack from the 36D seat in front of him fell onto the crew member's head.	Rawat jalan dan terapi konservatif fisioterapi oleh dokter sp. BS. Diterbitkan Infokes Longsick TMT 18/7/2024 sd 8/10/2024. The provision of outpatient care, conservative therapy, and physiotherapy a neurospecialist. Issuance of Infokes Longsick effective from July 18, 2024, to October 8, 2024.	1	<ul style="list-style-type: none"> <li>Melakukan pelaporan kepada internal unit yang membidangi fasilitas Kesehatan, unit yang membidangi <i>quality &amp; safety</i> serta unit human capital berkaitan dengan klaim asuransi kecelakaan kerja.</li> <li>Menerbitkan dan mempublikasikan <i>safety information</i> terkait dengan <i>situational awareness</i>, menyampaikan sebagai <i>lesson learn</i> pada setiap akitifitas <i>training</i> dan sebagainya.</li> <li>Reporting to internal units in charge of health facilities, units in charge of quality &amp; safety, and human capital regarding the occupational accident insurance claim.</li> <li>Issuing and publishing safety information related to the situational awareness, conveying it as a lesson learned in every training activity and other relevant initiatives.</li> </ul>

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Air Crew	<p>Pada tanggal 20 Agustus ketika <i>training door drill</i> di pesawat B777-300ER bahwa kelingking sebelah kanan ybs luka dan bengkak setelah melakukan perpindahan <i>door selector</i> ke posisi <i>disarm</i>, terindikasi terjepit <i>selector lever</i></p> <p>On August 20, during the door drill training on aircraft B777-300ER, the crew member shifted the door selector to its disarm position, subsequently injuring their right little finger, which became wounded and swollen, indicating it was caught in the selector lever</p>	<p>Pemberian Rawat jalan dan terapi konservatif dari GSM GSO. Diterbitkan Surat Casual sick TMT 21/8/2024 sd 22/8/2024. Aktif 23/8/2024</p> <p>The provision of outpatient care and conservative therapy from GSM, GSO. Issuance of a Casual Sick Leave Letter effective from August 21 to August 22, 2024. Active on August 23, 2024.</p>	1	<ul style="list-style-type: none"> <li>Melakukan pelaporan kepada internal unit yang membidangi fasilitas Kesehatan, unit yang membidangi <i>quality &amp; safety</i> serta unit human capital berkaitan dengan klaim asuransi kecelakaan kerja.</li> <li>Menerbitkan dan mempublikasikan <i>safety information</i> terkait dengan <i>situational awareness</i>, menyampaikan sebagai <i>lesson learn</i> pada setiap akitifitas <i>training</i> dan sebagainya.</li> <li>Reporting to internal units in charge of health facilities, units in charge of quality &amp; safety, and human capital regarding the occupational accident insurance claim.</li> <li>Issuing and publishing safety information related to the situational awareness, conveying it as a lesson learned in every training activity and other relevant initiatives.</li> </ul>

Dalam pelaksanaan kegiatan operasional di lapangan, sesuai SMK3, karyawan dapat melapor kondisi kerja yang tidak aman maupun tindakan tidak aman pada saat bekerja melalui sistem *Integrated Electronic Safety Database (IESD)* maupun *Form Pelaporan Bahaya* yang telah disediakan oleh Perseroan, yang selanjutnya akan ditindaklanjuti oleh Unit Corporate Quality, Safety & Environment Management, serta departemen terkait lainnya. Selain itu, karyawan juga dapat mengajukan untuk meninggalkan pekerjaan atau menghentikan pekerjaan sesuai kebijakan *Stop Working Authority* apabila merasa kegiatan pekerjaan tersebut tidak aman. Perseroan memberikan perlindungan kepada karyawan yang melaporkan kejadian bahaya.

Selain itu, Perseroan telah mempersiapkan dan merespons keadaan darurat berupa kecelakaan penerbangan, ancaman bom, pembajakan, penculikan, perang/kekacauan sipil, pandemik, dan bencana alam/kebakaran yang dapat berpengaruh terhadap operasional penerbangan Garuda Indonesia. Kebijakan untuk persiapan dan tanggap darurat ini tertuang dalam *Emergency Response Plan (ERP) Manual*. Untuk menjaga aspek kesiapsiagaan seluruh personil dan fasilitas yang digunakan untuk merespons keadaan darurat yang bisa terjadi kapanpun, Garuda Indonesia telah melakukan *ERP table top exercise* yang dilaksanakan pada Desember 2024.

Perseroan juga memiliki program *contingency plan*, khusus untuk tindakan melawan hukum terhadap penerbangan sipil seperti *Hijacking, Bomb Threat, Sabotage*, dan lainnya. Program tersebut juga tertuang dalam AOSP dan SeMS. Untuk menjaga

In terms of on-site operations, following the Occupational Health and Safety Management System (SMK3), employees can report unsafe working conditions or unsafe acts at work through the Integrated Electronic Safety Database (IESD) system or the Hazard Reporting Form provided by the Company, which will then be followed up by the Corporate Quality, Safety & Environment Management Unit and other relevant departments. In addition, employees can also apply to leave work or stop working according to the Stop Working Authority policy if they believe the work activity is unsafe. The Company ensures protection for employees who report hazards.

The Company has also prepared and established emergency response measures for aviation accidents, bomb threats, hijackings, kidnappings, civil war/unrest, pandemics, and natural disasters/fires that may impact Garuda Indonesia's operations. These emergency preparedness and response policies are outlined in the Emergency Response Plan (ERP) Manual. In December 2024, Garuda Indonesia conducted an ERP tabletop exercise to maintain readiness among personnel and facilities for unforeseen emergencies.

Furthermore, the Company has implemented a contingency plan specifically addressing unlawful acts against civil aviation, such as hijacking, bomb threats, sabotage, and other security threats. This plan is incorporated into the AOSP and SeMS.

kompetensi dan ketanggapan personil saat menghadapi keadaan darurat, Perusahaan melakukan *security exercise* baik *table top* (pelaksanaan *exercise* dilakukan secara parsial per case) maupun *full scale* (pelaksanaan *exercise* dilakukan secara keseluruhan dengan melibatkan seluruh *stakeholder* dan *asset* perusahaan, seperti pesawat, *aircrew*, *station*, dan lainnya).

### Inspeksi dan Pengawasan [GRI 403-7]

Sebagai upaya pencegahan terjadinya kecelakaan kerja, JKTDV secara rutin melakukan pengawasan atau inspeksi ke sejumlah wilayah operasional Garuda Indonesia. Selama tahun 2024, inspeksi dan pengawasan yang dilakukan JKTDV adalah sebagai berikut:

To ensure personnel competency and responsiveness during emergencies, the Company conducted security exercises, both tabletop (partial case-based) and full-scale (comprehensive involving all stakeholders and company assets, including aircraft, aircrew, stations, and others).

### Inspections and Supervision [GRI 403-7]

The Corporate Quality, Safety, and Environment Management Department (JKTDV) routinely supervises or inspects several operational areas of Garuda Indonesia to prevent occupational accidents. The following are the inspections and supervisions conducted by JKTDV in 2024:

## Inspeksi dan Pengawasan Area Usaha Tahun 2024 Inspections and Supervisions of Business Area in 2024

Tanggal Date	Lokasi Location	Item
26 Maret 2024 March 26, 2024	Garuda City Center	Survey of locations for bus pickup/drop point and disability facilities
30 April 2024 April 30, 2024	Garuda City Center	Safety building facility inspection (GMB & GSO Building) Safety building facility inspection (Management & GSO Building)
7 Mei 2024 May 7, 2024	Garuda City Center	Safety building facility inspection (CX & Dwimitra Building)
20 Mei 2024 May 20, 2024	Garuda City Center	Safety building facility inspection (Auditorium GMB) Safety building facility inspection (Management Building Auditorium)
27 Mei 2024 May 27, 2024	Garuda City Center	Surveillance transport service provider GA – PT AeroTrans Service Indonesia
10 Juni 2024 June 10, 2024	Garuda Indonesia Training Center	Inspection GITC Area Genset & UPS
14 Juni 2024 June 14, 2024	Garuda City Center	Safety Patrol Pembangunan Area OCC GSO Lt 3 Safety Patrol in the Construction Area of the OCC on the 3rd Floor of the GSO
17 July 2024 July 17, 2024	Garuda City center	OSHE Inspection Ketersediaan Rambu Marka jalan di Area Garuda City Center OSHE Inspection of the Availability of Road Signs and Markings in the Garuda City Center Area
6 Sept 2024 Sept 6, 2024	Warehouse Cargo CGK CGK Cargo Warehouse	Warehouse Safety Facility Inspection Area CGK
24 Sept 2024 Sept 24, 2024	Garuda City Center	Safety Patrol Pembangunan Area ECC GSO 3rd Floor Safety Patrol in the Construction Area of the ECC on the 3rd Floor of the GSO
22 Nov 2024 Nov 22, 2024	Auditorium GMB Management Building Auditorium	Safety Building Facility Inspection for Preparation Culture Fest 2024 Safety Inspection of Building Facilities for Culture Fest 2024 Preparation
17 Dec 2024 Dec 17, 2024	CGK T3 Domestic CGK T3, Domestic Area	Inspection Lounge Domestic T3 Soekarno-Hatta Airport Domestic Lounge Inspection at T3, Soekarno-Hatta Airport
20 Dec 2024 Dec 20, 2024	CGK T3 International CGK T3, International Area	Inspection Lounge International T3 Soekarno-Hatta Airport International Lounge Inspection at T3, Soekarno-Hatta Airport

## Pengelola Keselamatan dan Kesehatan Kerja [GRI 403-4]

Penerapan praktik keselamatan dan kesehatan kerja di Perseroan dikelola oleh Corporate Quality, Safety, and Environment Management (JKTDV), yang berfokus dalam bidang *Occupational Safety, Health, and Environment Management System* (OSH&EMS). Seluruh *Safety Analyst* yang mengelola bidang ini telah memenuhi persyaratan sebagai ahli Keselamatan dan Kesehatan Kerja (ahli K3), sesuai dengan peraturan Menteri dan Tenaga Kerja RI No. per-02/MEN/1992 tentang Tata Cara penunjukan, Kewajiban, dan Wewenang ahli Keselamatan dan Kesehatan Kerja. Adapun elemen praktik K3L di Garuda Indonesia adalah sebagai berikut:

1. Keamanan dalam segi elektrikal;
2. Sanitasi;
3. Substansi berbahaya (beracun);
4. Penanganan manual;
5. Atribut, pakaian, peralatan dan perlengkapan keselamatan;
6. Kualitas udara dan lingkungan kerja di dalam gedung;
7. Pengobatan Pertama Pada Kecelakaan (P3K);
8. Sistem proteksi kebakaran;
9. Keamanan dalam mengemudi;
10. Kesehatan kerja;
11. Sosialisasi kesehatan, keselamatan, dan lingkungan;
12. Ketanggapan dan kesiapan dalam kondisi darurat;
13. Izin kerja;
14. Lingkungan.

Garuda Indonesia telah membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) sebagai penanggung jawab di bidang K3. P2K3 adalah badan pembantu di Perseroan yang merupakan wadah kerja sama antara pengusaha dan tenaga kerja atau pekerja/buruh untuk mengembangkan kerja sama saling pengertian dan partisipasi efektif dalam penerapan keselamatan dan kesehatan kerja. Kedudukan P2K3 berada di bawah wewenang Group Head Corporate Quality, Safety and Environment Management. Keberadaan P2K3 diatur dalam Penetapan Keputusan Kepala Dinas Tenaga dan Transmigrasi Provinsi Banten Nomor:566/2289-DTKT/BINWAS/P2K3/IX/2024 tentang Penetapan Panitia Pembina Keselamatan dan Kesehatan Kerja di Perusahaan PT Garuda Indonesia (Persero) Tbk. Keanggotaan P2K3 terdiri dari unsur pengusaha dan karyawan yang susunannya terdiri dari Ketua, Sekretaris dan Anggota. Organisasi ini mempunyai tugas memberikan saran dan pertimbangan baik diminta maupun tidak kepada pengusaha atau pengurus mengenai masalah keselamatan dan kesehatan kerja. Melalui P2K3, karyawan dan manajemen dapat mengoptimalkan partisipasi, konsultasi, dan komunikasi tentang keselamatan dan kesehatan kerja.

## Occupational Health and Safety Manager [GRI 403-4]

HS practices are implemented within the Company by the Corporate Quality, Safety, and Environment Management (JKTDV), which focuses on the Occupational Safety, Health, and Environment Management System (OSH&EMS). All Safety Analysts managing this domain meet the qualifications required for Occupational Health and Safety (OHS) experts, in compliance with the Regulation of the Minister of Manpower of the Republic of Indonesia No. PER-02/MEN/1992 on the Procedures for Appointment, Obligations, and Authorities of Occupational Health and Safety Experts. The elements of OHSE practices at Garuda Indonesia are as follows:

1. Electrical safety;
2. Sanitation;
3. Hazardous substances;
4. Manual handling;
5. Attire, clothing, equipment, and safety gear;
6. Indoor air quality and work environment;
7. First aid;
8. Fire protection systems;
9. Driving safety;
10. Occupational health;
11. Health, safety, and environmental dissemination;
12. Emergency responsiveness and preparedness;
13. Work permits;
14. Environment.

Garuda Indonesia has established the Occupational Health and Safety Advisory Committee (P2K3) as the OHS responsible body. P2K3 serves as a subsidiary body within the Company, acting as a forum for collaboration between employers and workers to foster mutual understanding and effective participation in implementing occupational health and safety measures. P2K3 operates under the authority of the Group Head of Corporate Quality, Safety, and Environment Management. The establishment of P2K3 is regulated by the Decree of the Head of the Manpower and Transmigration Office of the Banten Province No. 560/1507-DTKT/BINWAS/P2K3/VII/2019 on the Establishment of the Occupational Health and Safety Advisory Committee at PT Garuda Indonesia (Persero) Tbk. P2K3's membership consists of representatives from employers and employees, including a Chairperson, Secretary, and Members. This organization is responsible for providing advice and recommendations on Occupational Health and Safety issues to employers or management members, whether requested or not. Through P2K3, employees and management members can optimize participation, consultation, and communication concerning Occupational Health and Safety.

## Pelatihan K3 [GRI 403-5]

Dalam rangka mewujudkan kecelakaan kerja nihil dan tidak adanya penyakit akibat kerja, Garuda Indonesia senantiasa meningkatkan kompetensi dan keahlian karyawan melalui pelatihan terkait K3. Kegiatan yang diadakan Perseroan terkait pelatihan K3 antara lain pelatihan dasar tanggap darurat untuk petugas evakuasi darurat atau *Emergency Response Team* (ERT), yang terdiri dari petugas *Floor Warden*, *Fire Warden*, dan *First Aider*. Pelatihan yang sudah diselenggarakan sejak tahun 2013 ini bertujuan untuk membekali ERT dengan pengetahuan dan keterampilan terkait prosedur tanggap darurat di perkantoran Garuda Indonesia. Selain itu, Perseroan juga memberikan pelatihan pemadaman kebakaran (*Firefighting Drill*) yang dilakukan untuk mempersiapkan petugas/karyawan pemadam kebakaran atau anggota tim lainnya dalam menghadapi situasi kebakaran. Selanjutnya, pelatihan diteruskan kepada seluruh karyawan untuk memahami prosedur dan tanggung jawabnya masing-masing sehingga apabila terjadi satu kondisi darurat, evakuasi darurat dapat dijalankan sesuai dengan prosedur sebagaimana mestinya.

## Occupational Health and Safety (OHS) Training [GRI 403-5]

To achieve zero occupational accidents and diseases, Garuda Indonesia continuously improves employees' competencies and skills through occupational health and safety (OHS) training. The Company's activities related to OHS training include basic emergency response training for emergency evacuation officers or Emergency Response Teams (ERT), which consist of Floor Wardens, Fire Wardens, and First Aiders. This training, initiated in 2013, aims to equip the ERT with the knowledge and skills necessary for emergency response procedures in Garuda Indonesia offices. Additionally, the Company provides firefighting drills to prepare fire department personnel/employees and other team members for handling fire emergencies. Subsequently, the training is extended to all employees to ensure they understand procedures and their respective responsibilities, enabling proper evacuation in the event of emergencies.

### Tabel Pelatihan K3 Tahun 2024

Table of Occupational Health and Safety (OHS) Training in 2024

No	Nama Pelatihan Training Name	Waktu dan Lokasi Time and Place	Lokasi Location	Jumlah Peserta Total Participants
1.	Training Ahli Keselamatan dan Kesehatan Kerja Umum (AK3U) Sertifikasi Kemnaker Occupational Health and Safety Expert (AK3U) Training Certified by the Ministry of Manpower	22 April – 4 Mei 2024 April 22 – May 4, 2024	Online Training (PT Safety First Indonesia)	1
2	Pembekalan Petugas Haji 2024 Terkait Aspek K3 2024 Hajj Officers Briefing on OHS Aspects	8 Mei 2024 May 8, 2024	Auditorium GMB (Hybrid) Management Building Auditorium (Hybrid)	60
3	Training Ahli Keselamatan dan Kesehatan Kerja Umum (AK3U) Sertifikasi Kemnaker Occupational Health and Safety Expert (AK3U) Training Certified by the Ministry of Manpower	10 - 24 Juni 2024 June 10 – 24, 2024	Online Training (PT Phitagoras Training & Consulting)	1
4	Training Ahli Keselamatan dan Kesehatan Kerja Umum (AK3U) Sertifikasi Kemnaker Occupational Health and Safety Expert (AK3U) Training Certified by the Ministry of Manpower	10 - 24 Juni 2024 June 10 – 24, 2024	Online Training (PT Phitagoras Training & Consulting)	1
5	<i>Firefighting Drill for Refreshment GSM Clinic Accreditation Recertification by Ministry of Health of the Republic of Indonesia</i>	19 Juli 2024 July 19, 2024	Garuda Sentra Medika	30
6	Training Ahli Keselamatan dan Kesehatan Kerja Umum (AK3U) Sertifikasi Kemnaker Occupational Health and Safety Expert (AK3U) Training Certified by the Ministry of Manpower	5 - 19 Agustus 2024 August 5 – 19, 2024	Online Training (PT Phitagoras Training & Consulting)	1
7	Training Ahli Keselamatan dan Kesehatan Kerja Umum (AK3U) Sertifikasi Kemnaker Occupational Health and Safety Expert (AK3U) Training Certified by the Ministry of Manpower	5 - 19 Agustus 2024 August 5 – 19, 2024	Online Training (PT Phitagoras Training & Consulting)	1

## Tabel Pelatihan K3 Tahun 2024

Table of Occupational Health and Safety (OHS) Training in 2024

No	Nama Pelatihan Training Name	Waktu dan Lokasi Time and Place	Lokasi Location	Jumlah Peserta Total Participants
8	Pembinaan Auditor Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Sertifikasi Kemnaker Coaching for Occupational Health and Safety Management System (SMK3) Auditors Certified by the Ministry of Manpower	9 - 13 September 2024 September 9 - 13, 2024	Online Training (PT Phitagoras Training & Consulting)	1
9	Pembinaan Auditor Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Sertifikasi Kemnaker Coaching for Occupational Health and Safety Management System (SMK3) Auditors Certified by the Ministry of Manpower	9 - 13 September 2024 September 9 - 13, 2024	Online Training (PT Phitagoras Training & Consulting)	1
10	Pembinaan Auditor Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Sertifikasi Kemnaker Coaching for Occupational Health and Safety Management System (SMK3) Auditors Certified by the Ministry of Manpower	9 - 13 September 2024 September 9 - 13, 2024	Online Training (PT Phitagoras Training & Consulting)	1
11	Pembinaan Auditor Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Sertifikasi Kemnaker Coaching for Occupational Health and Safety Management System (SMK3) Auditors Certified by the Ministry of Manpower	14 - 18 Oktober 2024 October 14 - 18, 2024	Online Training (PT Phitagoras Training & Consulting)	1
12	Firefighting drill for all staff in Garuda Indonesia Training Center	23 Oktober 2024 October 23, 2024	Garuda Indonesia Training Center (GITC)	73
13	Pembinaan Auditor Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Sertifikasi Kemnaker Coaching for Occupational Health and Safety Management System (SMK3) Auditors Certified by the Ministry of Manpower	4 - 8 November 2024 November 4 - 8, 2024	Online Training (PT Phitagoras Training & Consulting)	1
14	Pembinaan Auditor Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Sertifikasi Kemnaker Coaching for Occupational Health and Safety Management System (SMK3) Auditors Certified by the Ministry of Manpower	4 - 8 November 2024 November 4 - 8, 2024	Online Training (PT Phitagoras Training & Consulting)	1
15	OSH&E and DAMP Training	21 November 2024 November 21, 2024	Garuda Indonesia Training Center (GITC)	17
16	OSH&E and DAMP Training	9 Desember 2024 December 9, 2024	Garuda Indonesia Training Center (GITC)	23
17	Accident Investigation Certification BNSP Accident Investigation Certification by BNSP	11 - 13 Desember 2024 December 11 - 13, 2024	Online Training (PT Phitagoras Training & Consulting)	1
18	Accident Investigation Certification BNSP Accident Investigation Certification by BNSP	11 - 13 Desember 2024 December 11 - 13, 2024	Online Training (PT Phitagoras Training & Consulting)	1
19	Firefighting drill for all staff in Garuda Indonesia City Center	17 Desember 2024 December 17, 2024	Airside Gallery Garuda Indonesia City Center	73

Selain itu, Perseroan memberikan *safety induction* kepada pihak internal maupun eksternal melalui berbagai metode, seperti penayangan *safety video* untuk penumpang di pesawat, program *basic indoctrination* untuk pegawai baru perusahaan, serta *safety briefing* bagi tamu atau pengunjung di kantor, guna memastikan pemahaman yang optimal tentang prosedur keselamatan di setiap level.

In addition, the Company provides *safety induction* to internal and external parties through various methods, such as showing *safety videos* to passengers on aircraft, *basic indoctrination* programs for new employees, and *safety briefings* for guests or visitors to the office, to ensure optimal understanding of safety procedures at every level.

## Fasilitas Kesehatan yang Diterima [GRI 403-3, 403-6]

Sejalan dengan komitmen Garuda Indonesia untuk memastikan keselamatan, kesehatan, dan perlindungan kerja, Perseroan telah menyediakan berbagai program fasilitas kesehatan bagi pegawai, sebagai bentuk perhatian dan dukungan perusahaan terhadap kesejahteraan pegawai. Adapun program pemberian fasilitas Kesehatan adalah sebagai berikut:

1. Program Jaminan Sosial dengan mendaftarkan seluruh karyawan yang memenuhi persyaratan sebagai peserta BPJS Kesehatan dan BPJS Ketenagakerjaan untuk Jaminan Hari Tua (JHT), Jaminan Kecelakaan (JKK), Jaminan Kematian (JKM), dan Jaminan Pensiun (JP);
2. Selain BPJS yang merupakan program wajib diberikan kepada pegawai sesuai peraturan pemerintah, Perusahaan juga memberikan program jaminan asuransi kesehatan yang memberikan jaminan kesehatan kepada karyawan dan keluarga yang mencakup manfaat utama berupa layanan rawat jalan, rawat inap, serta sejumlah manfaat tambahan berupa penggantian biaya kacamata, alat bantu dengar, *infertility primer*, bantuan *Special Need Children (SNC)*, protesa anggota gerak, perawatan gigi, alat bantu kesehatan, Imunisasi bagi anak dan vaksin tertentu bagi dewasa.
3. Program *Mental Health* yang bertujuan untuk mendukung Kesehatan mental pegawai, seperti konseling *offline* maupun *online* serta sejumlah kegiatan webinar dan seminar untuk membantu pegawai mengelola kesehatan mental yang mungkin akan mempengaruhi kinerja dan Kesehatan pegawai;
4. Program Keselamatan, Kesehatan Kerja dan Lingkungan, dengan menyediakan fasilitas dan alat proteksi/pelindung diri, pembentukan Panitia Pembinaan Keselamatan dan Kesehatan Kerja, dan penyediaan perlengkapan kerja;
5. Program Asuransi *Personel Accident (PA)* bagi karyawan yang diberikan sebagai asuransi kecelakaan diri pada saat *on duty* maupun *offduty* dengan nilai pertanggungans sesuai dengan kategori pegawai.

Untuk memastikan kesehatan yang optimal bagi karyawan Garuda Indonesia, Perseroan mengadakan berbagai program kesehatan yang berfokus pada isu-isu kesehatan terkini. Selain itu, Perseroan juga menyediakan perlindungan kesehatan melalui pemeriksaan kesehatan tahunan dan fasilitas pemeliharaan kesehatan bagi karyawan beserta keluarganya. Tak hanya itu, Perseroan mengelola Garuda Sentra Medika untuk mendukung kelayakan personel penerbangan serta ketersediaan layanan kesehatan yang memadai. Pengelolaan ini juga berkontribusi pada upaya Perseroan untuk mencapai sasaran produktivitas yang telah ditetapkan, dengan mengacu pada peraturan perundang-undangan yang berlaku, peraturan internal perusahaan, dan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*).

## Health Facilities Received By Employees [GRI 403-3, 403-6]

In accordance with its commitment to guarantee occupational safety, health, and protection, Garuda Indonesia provides the following comprehensive health facility programs for employees:

1. Social Security Program by registering all employees who meet the requirements as BPJS Health and BPJS Employment participants for Old Age Security (JHT), Accident Security (JKK), Death Security (JKM), and Pension Security (JP);
2. In addition to BPJS, which is a mandatory program provided to employees in accordance with government regulations, the Company also provides a health insurance program that provides health insurance to employees and families which includes main benefits in the form of outpatient services, inpatient care, as well as a number of additional benefits in the form of reimbursement of eyeglasses, hearing aids, primary infertility, Special Need Children (SNC) assistance, limb prostheses, dental care, health aids, Immunizations for children and certain vaccines for adults;
3. Mental Health Program that aims to support employees' mental health, such as offline and online counseling as well as a number of webinar and seminar activities to help employees manage mental health that may affect employee performance and health;
4. Occupational Safety, Health and Environment Program, by providing facilities and personal protective equipment, establishing an Occupational Safety and Health Development Committee, and providing work equipment;
5. Personnel Accident (PA) Insurance Program for employees provided as personal accident insurance during on duty and off duty with coverage value according to employee category.

To ensure optimal health for Garuda Indonesia employees, the Company conducts various health programs that focus on the latest health issues. In addition, the Company also provides health protection through annual medical check-ups and health care facilities for employees and their families. In addition, the Company manages Garuda Sentra Medika to support the fitness of flight personnel and the availability of adequate health services. This management also contributes to the Company's efforts to achieve its productivity goals, by referring to the prevailing laws and regulations, internal company regulations, and the principles of good corporate governance.

Selain itu, komitmen Garuda Indonesia terkait K3 juga diwujudkan melalui pemberian tunjangan bahaya radiasi sesuai dengan tingkat risiko bahaya radiasi yang diterima oleh pekerja. Mengacu Peraturan Menteri Kesehatan RI No. HK.03.03. MENKES/604/2015 tanggal 30 November 2015 Tentang Tunjangan Bahaya Radiasi Bagi Pekerja Radiasi di Bidang Kesehatan. Besarnya Tunjangan Bahaya Radiasi sesuai dengan tingkat risiko bahaya radiasi yang diterima oleh pekerja radiasi tersebut.

**Kinerja K3** [GRI 403-9, 403-10, TR-AF-320a.1, TR-AL-540a.2, TR-AF-540a.2, TR-AF-540a.3]

Sepanjang tahun 2024, seluruh Insan Garuda Indonesia senantiasa menerapkan dan mengimplementasikan budaya K3 dengan mengikuti prosedur dan tahapan kerja yang telah ditetapkan. Berbagai langkah telah dilakukan untuk mencapai tujuan K3 yaitu tidak adanya kecelakaan kerja dan tidak adanya penyakit akibat kerja. Pada tahun 2024, terdapat 3 (tiga) kecelakaan kerja untuk Air Crew. Jumlah *Man-Hour Without Lost Time Injury* (MHWLTI) Garuda Indonesia pada tahun 2024 untuk cockpit dan awak kabin adalah 2.074.134 jam kerja. Di sisi lain, Perseroan tidak menerima laporan adanya penyakit akibat kerja pada tahun pelaporan. Kinerja K3 selama tahun 2024 selengkapnya disajikan dalam tabel berikut.

In addition, Garuda Indonesia's commitment to OHS is also realized through the provision of radiation hazard allowances in accordance with the level of radiation hazard risk received by workers. Referring to the Regulation of the Indonesian Minister of Health No. HK.03.03. MENKES/604/2015 dated November 30, 2015 concerning Radiation Hazard Allowance for Radiation Workers in the Health Sector. The amount of Radiation Hazard Allowance is in accordance with the level of risk of radiation hazards received by the radiation worker.

**OHS Performance** [GRI 403-9, 403-10, TR-AF-320A.1, TR-AL-540A.2, TR-AF-540A.2, TR-AF-540A.3]

Throughout 2024, all Garuda Indonesia personnel diligently adhered to and implemented OHS culture by following established work procedures and stages. These concerted efforts aimed to achieve OHS objectives, including the target of zero occupational accidents and diseases. In 2024, three workplace accidents involving aircrew were reported. The *Man-Hour Without Lost Time Injury* (MHWLTI) for the cockpit and cabin crew was 2,074,134 working hours. In addition, the Company did not receive any report on the occurrence of any occupational disease in the reporting year. The OHSE performance for 2024 is presented in detail in the following table:

**Tabel Man-Hour Without Lost Time Injury (MHWLTI)**  
Table of Man-Hour Without Lost Time Injury (MHWLTI)

Tahun Year	Air Crew		Ground Staff	Total
	Cockpit	Cabin		
2024	453.628	1.620.506	1.594.127	3.668.261
2023	374.816	1.244.622	1.069.880	2.689.318
2022	244.756	728.401	697.997	1.671.198

**Keterangan:**

*Man-Hour Without Lost Time Injury* (MHWLTI) merupakan jumlah jam kerja yang telah dilakukan tanpa adanya kejadian yang menyebabkan pekerja kehilangan waktu kerja akibat cedera atau penyakit terkait pekerjaan. Ini adalah indikator kinerja keselamatan di tempat kerja yang digunakan untuk mengukur seberapa baik suatu perusahaan dalam menjaga keselamatan karyawannya.

**Description:**

*Man-Hour Without Lost Time Injury* (MHWLTI) is the number of hours worked without any incidents that caused workers to lose time due to work-related injuries or illnesses. It is a workplace safety performance indicator used to measure how well a company is keeping its employees safe.

**Tabel Jumlah Kecelakaan Kerja**  
Table of Total Occupational Accidents

Jenis Kecelakaan Accident Type	2024	2023	2022
Air Turbulence	-	-	-
Terjatuh saat melakukan <i>Training</i> Fell while doing training	-	-	-
Kecelakaan Kerja saat menuju GSO untuk melakukan tugas terbang An occupational accident when heading to GSO to perform a flight duty	-	-	1
Kecelakaan mobil setelah tugas terbang mengakibatkan kepala dan lengan kanan memar A car accident after a flight duty, which resulted in a bruised head and right arm	-	-	1

**Tabel Jumlah Kecelakaan Kerja**  
**Table of Total Occupational Accidents**

Jenis Kecelakaan Accident Type	2024	2023	2022
Bumping yang mengakibatkan <i>cabin crew</i> tersebut terjatuh dan kaki kiri membentur <i>latch galley</i> yang menyebabkan ybs (yang bersangkutan) merasa sakit pada kaki sebelah kiri dan mulai menjalar ke tangan kiri Bumping that caused a cabin crew member to fall with their left leg hitting the galley latch, resulting in the person concerned feeling pain in their left leg that spread to their left hand.	-	-	1
Terjadi hentakan keras pada saat pesawat <i>touchdown</i> yang mengakibatkan ybs mengalami sakit pinggang (walaupun posisi duduk sudah benar/ <i>duduk landing position</i> ) A loud crash during the touchdown, which resulted in the crew member experiencing back pain (even though the sitting position was correct—sitting in the landing position)	-	-	1
Terbentur di bagian badan karena mobil transport yang mengantarkan pulang tugas terbang melakukan rem mendadak An injured body as the driver of the transportation car, who was carrying the crew member home after their flight duty, slammed on the brake	-	-	1
Terjadi pada saat membantu menurunkan koper penumpang ketika <i>landing</i> , namun di luar dugaan koper bobotnya berat yang mengakibatkan shock di area <i>lower back</i> Strain in the lower back area due to helping a passenger unload an unexpectedly heavy suitcase during landing	-	-	1
Terjadi pada saat membantu menaikkan koper penumpang yang mengakibatkan shock di area <i>lower back</i> (sebelah kiri) Strain in the lower back area (left side) due to helping a passenger load their suitcase	-	-	1
<i>Cabin Crew</i> Mengalami ibu jari tangan sebelah kanan terjepit pintu mobil mandira yang mengantarkan Ybs dari <i>Crew Center</i> – Gedung Management Buliding (GMB) menuju Terminal 3 Bandara Soekarno hatta, Cengkareng– Banten A cabin crew member's right thumb getting caught in the door of a car that carried them from the Crew Center at the Management Building to Terminal 3 of Soekarno-Hatta Airport, Cengkareng, Banten	-	1	-
Pada saat akan pulang ke rumah dari Bandara Soekarno Hatta Cengkareng, Ybs mengalami kecelakaan lalu lintas dengan mobil dinas yang Ybs tumpangi A traffic accident involving an employee when riding the company car home from the Soekarno-Hatta Airport, Cengkareng	-	1	-
Pada saat perjalanan ybs melepas sabuk pengaman dan mengenakan jas. Tiba-tiba saya terhempas ke depan lalu ke belakang dan ke bawah kursi An employee getting thrown forward and backward and then falling under the car seat due to taking off their safety belt to put on their suit	-	1	-
Kecelakaan kendaraan perjalanan arah ke Cengkareng ± pukul 01:40 WIB, tepatnya di jalan tol Kunciran–Serpong Km 11, menabrak Kendaraan truk yang berpindah jalur berada di depan A car accident during a trip to Cengkareng at approximately 01:40 Western Indonesian Time, specifically on the Kunciran–Serpong toll road at kilometer 11, where the vehicle collided with a truck that had suddenly changed lanes.	-	1	-
Pada saat melakukan clear up setelah penyajian santap pagi secara tidak sengaja kaki ybs terbentur oleh troli makanan yang ada di belakang ybs A crew member accidentally hitting their leg on a service cart behind them when clearing up after breakfast meals were served	-	1	-
Informasi kecelakaan Mobil pada saat menuju ke GSO A car accident when heading to GSO	-	1	-

## Tabel Jumlah Kecelakaan Kerja Table of Total Occupational Accidents

Jenis Kecelakaan Accident Type	2024	2023	2022
Ybs. terpeleset saat sedang melakukan kegiatan <i>Recurrent Training</i> di area <i>mock-up</i> GIRC yang mengakibatkan kaki Ybs bengkak A swollen foot due to slipping while performing <i>Recurrent Training</i> activities in the GIRC <i>mock-up</i> area	-	1	-
Saat sedang menjalankan <i>meal service</i> terjadi <i>turbulence</i> yang mengakibatkan kaki ybs terbentur ke troli makanan dan kursi penumpang yang mengakibatkan memar A bruised leg resulting from a <i>turbulence</i> during <i>meal service</i> , which caused the crew member's leg to collide with a food cart and a passenger seat	-	1	-
Saat sedang <i>meal service preparation</i> terjadi <i>turbulence</i> yang mengakibatkan tangan ybs tersiram tumpahan air panas dan melepuh A scalded hand resulting from hot water splashing during <i>meal service preparation</i> due to <i>turbulence</i>	-	1	-
Saat sedang <i>meal service preparation</i> terjadi <i>turbulence</i> yang mengakibatkan tangan ybs tersiram tumpahan air panas dan melepuh A scalded hand resulting from hot water splashing during <i>meal service preparation</i> due to <i>turbulence</i>	-	1	-
Saat sedang perjalanan pulang mobil Ybs ditabrak oleh mobil di belakangnya yang mengakibatkan Ybs sempat terlempar ke depan sehingga kepala Ybs terbentur <i>headrest</i> kursi depan A rear-end collision involving an employee on their way home, resulting in them being thrown forward and striking their head against the <i>headrest</i> of the front seat	-	1	-
Kehilangan keseimbangan pada saat penerbangan GA 983/JED-CGK/25 Juni 2024 sehingga terjatuh. Loss of balance during flight GA 983/JED-CGK on June 25, 2024, resulting in a fall.	1	-	-
Pada penerbangan MEL-CGK pada tanggal 12 Juli 2024 saat proses <i>boarding</i> penumpang, ybs membantu mendorong koper penumpang ke <i>luggage bin</i> , lalu ransel penumpang 36D di depannya menimpa kepala ybs On the MEL-CGK flight on July 12, 2024, during the <i>boarding</i> process, the crew member's head was hit by passenger 36D's backpack when the member was helping to push another passenger's suitcase into the <i>luggage bin</i>	1	-	-
Pada tanggal 20 Agustus ketika <i>training door drill</i> di pesawat B777-300ER bahwa kelingking sebelah kanan yang bersangkutan luka dan bengkak setelah melakukan perpindahan <i>door selector</i> ke posisi <i>disarm</i> , terindikasi terjepit <i>selector lever</i> On August 20, during the <i>door drill training</i> on aircraft B777-300ER, the crew member shifted the <i>door selector</i> to its <i>disarm</i> position, subsequently injuring their right little finger, which became wounded and swollen, indicating it was caught in the <i>selector lever</i>	1	-	-

## Tabel Kasus Kecelakaan Kerja

Table of Total Occupational Accidents

Tahun Year	Insiden Accident Type	Hilang Waktu Kerja Karena Kecelakaan Kerja Lost Time Injury	Pekerjaan Work
2024	Kehilangan keseimbangan pada saat penerbangan GA 983/JED-CGK/25 Juni 2024 sehingga terjatuh. Loss of balance during flight GA 983/JED-CGK on June 25, 2024, resulting in a fall.	93	Air Crew
	Pada penerbangan MEL-CGK pada tanggal 12 Juli 2024 saat proses <i>boarding</i> penumpang, ybs membantu mendorong koper penumpang ke <i>luggage bin</i> , lalu ransel penumpang 36D di depannya menimpa kepala ybs On the MEL-CGK flight on July 12, 2024, during the boarding process, the crew member's head was hit by passenger 36D's backpack while helping to push another passenger's suitcase into the luggage bin	83	Air Crew
	Pada tanggal 20 Agustus ketika <i>training door drill</i> di pesawat B777-300ER bahwa kelingking sebelah kanan ybs luka dan bengkak setelah melakukan perpindahan <i>door selector</i> ke posisi <i>disarm</i> , terindikasi terjepit <i>selector lever</i> On August 20, during the door drill training on aircraft B777-300ER, the crew member shifted the door selector to its disarm position, subsequently injuring their right little finger, which became wounded and swollen, indicating it was caught in the selector lever	2	Air Crew
2023	Ybs. mengalami ibu jari tangan sebelah kanan terjepit pintu mobil mandira yang mengantarkan ybs dari Crew Center – Gedung Management Buliding (GMB) menuju Terminal 3 Bandara Soekarno hatta, Cengkareng- Banten A crew member's right thumb getting caught in the door of a car that carried them from the Crew Center at the Management Building to Terminal 3 of Soekarno-Hatta Airport, Cengkareng, Banten	39	Awak Kabin Cabin Crew
	Pada saat akan pulang ke rumah dari Bandara Soekarno Hatta Cengkareng, Ybs mengalami kecelakaan lalu lintas dengan mobil dinas yang Ybs tumpangi A traffic accident involving an employee when riding the company car home from the Soekarno-Hatta Airport, Cengkareng	4	Awak Kabin Cabin Crew
	Pada saat perjalanan ybs melepas sabuk pengaman dan mengenakan jas. Tiba-tiba saya terhempas ke depan lalu ke belakang dan ke bawah kursi An employee getting thrown forward and backward and then falling under the car seat due to taking off their safety belt to put on their suit	2	Awak Kabin Cabin Crew

**Tabel Kasus Kecelakaan Kerja**  
Table of Total Occupational Accidents

Tahun Year	Insiden Accident Type	Hilang Waktu Kerja Karena Kecelakaan Kerja Lost Time Injury	Pekerjaan Work
2023	Kecelakaan kendaraan perjalanan arah ke Cengkareng } pukul 01:40 WIB, tepatnya di jalan tol Kunciran-Serpong Km 11, menabrak Kendaraan truk yang berpindah jalur berada di depan A car accident during a trip to Cengkareng at approximately 01:40 Western Indonesian Time, specifically on the Kunciran- Serpong toll road at kilometer 11, where the vehicle collided with a truck that had suddenly changed lanes.	75	Awak Kabin Cabin Crew
	Pada saat melakukan <i>clear up</i> setelah penyajian santap pagi secara tidak sengaja kaki ybs terbentur oleh troli makanan yang ada di belakang ybs A crew member accidentally hitting their leg on a service cart behind them when clearing up after breakfast meals were served	2	Awak Kabin Cabin Crew
	Informasi kecelakaan Mobil pada saat menuju ke GSO A car accident when heading to GSO	37	Awak Kabin Cabin Crew
	Terpeleset saat sedang melakukan kegiatan <i>Recurrent Training</i> di area <i>mock-up</i> GITC yang mengakibatkan kaki pegawai tersebut bengkak A swollen foot due to slipping while performing Recurrent Training activities in the GITC mock-up area	2	Awak Kabin Cabin Crew
	Saat sedang menjalankan <i>meal service</i> terjadi <i>turbulence</i> yang mengakibatkan kaki ybs terbentur ke troli makanan dan kursi penumpang yang mengakibatkan memar A bruised leg resulting from a turbulence during meal service, which caused the crew member's leg to collide with a food cart and a passenger seat	1	Awak Kabin Cabin Crew
	Saat sedang <i>meal service preparation</i> terjadi <i>turbulence</i> yang mengakibatkan tangan ybs tersiram tumpahan air panas dan melepuh A scalded hand resulting from hot water splashing during meal service preparation due to turbulence	23	Awak Kabin Cabin Crew
	Ybs menjalankan penugasan pada GA 433 LOP-CGK dan ybs terjatuh di tangga pada saat leaving hotel dan mengalami cedera kaki A crew member sustaining a leg injury after falling down the stairs while leaving the hotel during flight duty on GA 433 LOP- CGK	74	Awak Kabin Cabin Crew
Saat sedang perjalanan pulang mobil Ybs ditabrak oleh mobil di belakangnya yang mengakibatkan Ybs sempat terlempar ke depan sehingga kepala Ybs terbentur <i>headrest</i> kursi depan A rear-end collision involving an employee on their way home, resulting in them being thrown forward and striking their head against the headrest of the front seat	2	Awak Kabin Cabin Crew	

## Tabel Kasus Kecelakaan Kerja

Table of Total Occupational Accidents

Tahun Year	Insiden Accident Type	Hilang Waktu Kerja Karena Kecelakaan Kerja Lost Time Injury	Pekerjaan Work
2022	Kecelakaan Kerja saat menuju GSO untuk melakukan tugas terbang An occupational accident when heading to GSO to perform a flight duty	2	Awak Kabin Cabin Crew
	Kecelakaan mobil setelah tugas terbang mengakibatkan kepala dan lengan kanan memar A car accident after a flight duty, which resulted in a bruised head and right arm	2	Awak Kabin Cabin Crew
	Kaki terkilir saat hendak <i>security check after disembarking</i> , <i>cabin crew</i> tersebut terjatuh saat mengecek <i>luggage bin</i> A cabin crew sustaining an ankle sprain while performing a security check after disembarkation due to falling while checking the luggage bin	2	Awak Kabin Cabin Crew
	<i>Bumping</i> yang mengakibatkan <i>cabin crew</i> tersebut terjatuh dan kaki kiri membentur <i>latch galley</i> yang menyebabkan yang bersangkutan merasa sakit pada kaki sebelah kiri dan mulai menjalar ke tangan kiri Bumping that caused the cabin crew member to fall with their left leg hitting the galley latch, resulting in them feeling pain in their left leg that spread to their left hand	-	Awak Kabin Cabin Crew
	Terjadi hentakan keras pada saat pesawat <i>touchdown</i> yang mengakibatkan yang bersangkutan mengalami sakit pinggang (walaupun posisi duduk sudah benar/ <i>duduk landing position</i> ) A loud crash during the touchdown, which resulted in the crew member experiencing back pain (even though the sitting position was correct—sitting in the landing position)	15	Awak Kabin Cabin Crew
	Terbentur di bagian badan karena mobil transport yang mengantarkan pulang tugas terbang melakukan rem mendadak An injured body as the driver of the transportation car, who was carrying the crew member home after their flight duty, slammed on the brake	-	Awak Kabin Cabin Crew
	Terjadi pada saat membantu menurunkan koper penumpang ketika <i>landing</i> , namun di luar dugaan koper bobotnya berat yang mengakibatkan <i>shock</i> di area <i>lower back</i> Strain in the lower back area due to helping a passenger unload an unexpectedly heavy suitcase during landing	-	Awak Kabin Cabin Crew
Terjadi pada saat membantu menaikkan koper penumpang yang mengakibatkan <i>shock</i> di area <i>lower back</i> (sebelah kiri) Strain in the lower back area (left side) due to helping a passenger load their suitcase	-	Awak Kabin Cabin Crew	

## Tabel Perkembangan Kasus Kecelakaan Tiga Tahun Terakhir

Table of Development of Accident Cases in the Last Three Years:

Keterangan Description	2024	2023	2022
Kecelakaan Kerja Occupational Accident	3	11	8

## Survei Keterikatan Pegawai

Garuda Indonesia senantiasa berupaya menciptakan suasana dan lingkungan kerja yang nyaman bagi pegawai. Secara rutin, Perseroan melakukan survei keterikatan pegawai (*employee engagement*) dan survei kepuasan pegawai (*employee satisfaction*) yang dilakukan setiap satu tahun sekali. Pengukuran *employee engagement* bertujuan untuk mengetahui seberapa besar pegawai merasa dilibatkan, antusias dan memiliki komitmen dalam pekerjaannya. Sedangkan, pengukuran *employee satisfaction* adalah untuk mengetahui tingkat kepuasan pegawai terhadap Perseroan.

Pada tahun 2024, nilai *employee engagement* sebesar 86 dengan kategori *engagement* "Engaged". Nilai dari *employee satisfaction* adalah 73 yang dapat dikategorikan "satisfied".

## Employee Engagement Survey

Garuda Indonesia is committed to creating a comfortable work atmosphere and environment for its employees. Annually, the Company conducts an employee engagement survey and an employee satisfaction survey. The employee engagement survey aims to determine how much employees feel involved, enthusiastic, and committed to their work. Meanwhile, the employee satisfaction survey aims to assess employees' satisfaction with the Company.

In 2024, the employee engagement value is 86 with the engagement category "Engaged". The employee satisfaction value is 73, which can be categorized as "satisfied".

### Tabel Hasil Survei Keterikatan dan Kepuasan Pegawai

Uraian Description	Satuan Unit	2024	2023	2022
Employee Engagement	Skala Likert Likert Scale	86	82	87,70
Employee Satisfaction	Skala Likert Likert Scale	73	72	78,34

## Aspek Masyarakat

### Dampak Operasi Terhadap Masyarakat Sekitar

[OJK F.23, GRI 413-1, 413-2]

Dalam menjalankan aktivitas operasionalnya, Garuda Indonesia senantiasa berkomitmen untuk memberikan dampak positif bagi seluruh pemangku kepentingannya termasuk masyarakat adat. Dampak positif diberikan melalui berbagai program pelibatan masyarakat termasuk masyarakat adat. Oleh karenanya, sepanjang tahun 2024 tidak terdapat insiden pelanggaran terkait hak-hak masyarakat adat yang dilaporkan.

Pada tahun 2024, Garuda Indonesia telah melaksanakan berbagai program Tanggung Jawab Sosial dan Lingkungan. Program Tanggung Jawab Sosial dan Lingkungan BUMN atau Program TJSL BUMN adalah kegiatan yang merupakan komitmen perusahaan terhadap pembangunan yang berkelanjutan dengan memberikan manfaat pada ekonomi, sosial, lingkungan serta hukum dan tata kelola dengan prinsip yang lebih terintegrasi, terarah, terukur dampaknya serta dapat dipertanggungjawabkan dan merupakan bagian dari pendekatan bisnis perusahaan. Program TJSL BUMN dilaksanakan dengan menerapkan prinsip: terintegrasi, terarah, terukur dampaknya, dan akuntabilitas. Sedangkan dalam pelaksanaannya didasarkan pada 4 (empat) Pilar Utama yaitu Pilar Sosial, Lingkungan, Ekonomi, dan Hukum & Tata Kelola. Program TJSL BUMN PT. Garuda Indonesia (Persero)

## Community Aspects

### Impact of Operations On Surrounding Communities

[OJK F.23, GRI 413-1, 413-2]

In carrying out its operational activities, Garuda Indonesia is committed to providing a positive impact for all its stakeholders, including the indigenous communities. Positive impacts are delivered through various engagement programs for communities, including the indigenous community. Therefore, throughout 2024, no violations of the indigenous community rights were reported.

In 2024, Garuda Indonesia implemented various Social and Environmental Responsibility programs. The BUMN Social and Environmental Responsibility Program, or BUMN TJSL Program, is a Company's commitment to sustainable development. It aims to deliver tangible benefits to the economy, society, environment, legal and governance sectors, guided by principles that are more integrated, focused, measurable in impact, and accountable, as an integral part of the Company's business approach. The BUMN TJSL program is implemented by applying the following principles: integrated, targeted, measurable impact, and accountability. Its implementation is based on 4 (four) Main Pillars, namely the Social, Environmental, Economic, and Legal & Governance. In 2024, BUMN TJSL Program will prioritize programs that align with the Sustainable Development Goals (SDGs) and are in line

pada tahun 2024 lebih diprioritaskan kepada program yang sejalan dengan program Tujuan Pembangunan Berkelanjutan (TPB) dan sejalan dengan Core Bisnis Perusahaan. Adapun TPB yang dimaksud yaitu TPB no.15 Ekosistem Darat (*Life on Land*), TPB no.3 Kehidupan Sehat & Sejahtera (*Good Health and Well Being*), TPB no.4 Pendidikan Berkualitas (*Quality Education*), dan TPB 12 Konsumsi dan Produksi yang Bertanggung Jawab (*Responsible Consumption and Production*).

Adapun program-program TJSI yang telah dilaksanakan adalah sebagai berikut.

with the Company's Core Business. The SDGs in focus include SDG no. 15: Life on Land, SDG no. 3: Good Health and Well Being, SDG no. 4: Quality Education, and SDG no. 12: Responsible Consumption and Production.

The TJSI programs that have been implemented are as follows.

### Program Garuda Peduli Perekonomian Masyarakat Garuda Program Cares for Community Economy

Kemajuan perekonomian masyarakat menjadi salah satu indikator keberhasilan sebuah program Tanggung Jawab Sosial Lingkungan (TJSI). Melalui Program Pendanaan Usaha Mikro dan Kecil (PUMK) dan Program Pembinaan UMK, Garuda Indonesia menyalurkan pinjaman modal untuk Usaha Mikro dan Kecil (UMK) yang tersebar di seluruh Indonesia. Bantuan permodalan itu diberikan kepada UMK binaan untuk mendukung potensi berkembang dan mengelola usaha mereka dengan baik. Penyaluran dana bisa diberikan melalui sinergi antar BUMN, *Non Governmental Organization* dan Lembaga Penyalur lain.

The progress of the community's economy is one indicator of the success of a Social and Environmental Responsibility (TJSI) program. Through the Micro and Small Business Funding Program (PUMK) and the SME Development Program, Garuda Indonesia distributes capital loans to Micro and Small Enterprises (MSEs) across Indonesia. The capital assistance is provided to the fostered MSEs to help them develop and manage their businesses well. Fund distribution can be provided through synergy between SOEs, Non-Governmental Organizations, and other Distributing Institutions.

### Program Pendanaan Usaha Mikro dan Kecil Micro and Small Enterprises Funding Program

Hingga akhir tahun 2024, Garuda Indonesia memiliki 1.620 mitra binaan yang terdiri dari UMK binaan Garuda Indonesia dan UMK binaan hasil sinergi dengan BUMN/Lembaga penyalur lain yang tersebar di 14 provinsi di seluruh Indonesia. Jumlah dan sebaran UKM mitra binaan itu akan terus bertambah seiring tumbuh kembangnya sektor usaha informal di masyarakat. Garuda Indonesia menyalurkan bantuan PUMK melalui sinergi dengan Bank Rakyat Indonesia (BRI) yang telah disalurkan kepada beberapa UMK binaan yang tersebar di wilayah Jawa Barat, Jawa Tengah, Jawa Timur, Sumatera Barat, DKI Jakarta, Banten, Daerah Istimewa Yogyakarta, Kalimantan Barat, Bali, Nusa Tenggara Timur, Nusa Tenggara Barat, Kepulauan Bangka Belitung, Sulawesi Selatan dan Kalimantan Selatan.

By the end of 2024, Garuda Indonesia will have 1,620 partners consisting of Garuda Indonesia-assisted MSEs and MSEs assisted by synergies with other state-owned enterprises and channeling institutions spread across 14 provinces throughout Indonesia. The number and distribution of partner SMEs will continue to grow in line with the growth of the informal business sector in the community. Garuda Indonesia distributes PUMK assistance through synergies with Bank Rakyat Indonesia (BRI) which has been distributed to several fostered MSEs spread across West Java, Central Java, East Java, West Sumatra, DKI Jakarta, Banten, Yogyakarta Special Region, West Kalimantan, Bali, East Nusa Tenggara, West Nusa Tenggara, Bangka Belitung Islands, South Sulawesi and South Kalimantan.

Pada tahun 2024, penyaluran PUMK pada Sektor Industri mendapat porsi terbesar, yaitu mencapai 62,46%. Diikuti dengan Bidang Perdagangan (18,94%), Jasa (10,17%), Peternakan (5,27%), Pertanian (2,09%), Perikanan (3,32%), Sektor Lainnya (0,67%), dan Perkebunan (0,39%). Hal tersebut sejalan dengan komitmen Garuda Indonesia untuk turut mensukseskan program pemerintah, khususnya pengembangan UMKM.

In 2024, the distribution of PUMK to the Industrial Sector received the largest portion, reaching 62.46%. Followed by Trade (18.94%), Services (10.17%), Livestock (5.27%), Agriculture (2.09%), Fisheries (3.32%), Other Sectors (0.67%), and Plantations (0.39%). This is in line with Garuda Indonesia's commitment to participate in the success of government programs, especially the development of MSMEs.

## Promosi Produk UMK

### MSE Products Promotion

Tidak sekadar membantu permodalan, upaya pemberdayaan UMK itu juga diiringi dengan program pendidikan dan pelatihan hingga kegiatan promosi demi mengoptimalkan hasil karya dan meningkatkan pangsa pasar produk UMK binaan.

Pada tahun 2024, Garuda Indonesia mempromosikan produk UMK binaan di kancah internasional, yaitu pada *Discovering the Magnificent of Indonesia Expo* di Utrecht, Belanda; serta Pameran Solo Great Sales 2024 di Solo, Jawa Tengah. Selain itu, Garuda Indonesia bersinergi dengan KKN-PPM UGM di Manyeu, Maluku Tenggara untuk melakukan pembinaan bagi UMKM lokal setempat untuk memberikan pelatihan promosi, *branding*, dan pengemasan beberapa produk unggulan setempat yaitu Keripik Mangrove, Stick Mangrove, Peyek Kacang Tanah (yang memanfaatkan Enbal sebagai pengganti tepung), dan Onde Onde Enbal.

Selain itu pada Agustus 2024, UMK Binaan Garuda Indonesia di Sambas, Kalimantan Barat mendapatkan apresiasi dan kunjungan dari istri pejabat Kementerian Malaysia yang dipimpin oleh Konsulat Jendral Indonesia di Kuching, Bupati Sambas dan jajarannya. Pemasaran kain Sambas saat ini juga sudah sampai Malaysia dan Brunei Darussalam.

In addition to providing capital support, efforts to empower MSEs are also complemented by education and training programs, as well as promotional activities aimed at maximizing productivity and expanding the market reach of fostered MSE products.

In 2024, Garuda Indonesia showcased its fostered SME products on the international stage at the *Discovering the Magnificent of Indonesia Expo* in Utrecht, Netherlands, and the Solo Great Sales 2024 Exhibition in Solo, Central Java. Additionally, Garuda Indonesia collaborated with KKN-PPM UGM in Manyeu, Southeast Maluku, to provide guidance and training for local MSMEs. The program focused on enhancing promotion, branding, and packaging for several standout local products, including Mangrove Chips, Mangrove Sticks, Peanut Crackers (made with Enbal as a flour substitute), and Onde-Onde Enbal.

In August 2024, Garuda Indonesia's fostered MSEs in Sambas, West Kalimantan, received recognition and a visit from the spouses of Malaysian Ministry officials. The visit was coordinated by the Indonesian Consulate General in Kuching and accompanied by the Sambas Regent along with his delegation. Samba's woven fabric has now been marketed internationally, reaching Malaysia and Brunei Darussalam.

## Pembinaan Usaha Mikro dan Kecil Non-Mitra Binaan

### Development of Non-Partnered Micro And Small Enterprises

Program Pemberdayaan Kewirausahaan bagi para Perempuan Penyandang Disabilitas CSR GA Group dengan Allunjiva Indonesia: pelatihan motivasi, pelatihan keterampilan memproduksi dan pelatihan akuntansi yang meliputi biaya produksi, serta digital marketing terlebih bagi UMK difabel. Tujuan dari program ini adalah pemberdayaan ekonomi dan pengembangan karakter bagi UMKM non mitra binaan. Melalui program pelatihan ini, ditargetkan dapat diikuti 15 UMK difabel.

The Entrepreneurship Empowerment Program for Women with Disabilities – a CSR initiative by the GA Group in collaboration with Allunjiva Indonesia provides motivation training, skills training for production, accounting training covering production costs, and digital marketing, with a special focus on empowering MSMEs run by individuals with disabilities. This program aims to reach economic empowerment and character development for non-partnered MSMEs. The training is targeted to reach 15-disabled run MSMEs.

## Penyaluran PUMK ke UMK Binaan per Sektor

Disbursement of MSEs Funding (PUMK) to Fostered MSEs per Sector:

(Dalam Rupiah Penuh)  
(In Full Rupiah)

Sektor Sector	Jumlah MB Number of Fostered Partners	Jumlah Penyaluran Disbursement Amount
Sektor Industri Industrial Sector	3.735.335.188	62,46%
Sektor Jasa Service Sector	608.191.000	10,17%
Sektor Perdagangan Trade Sector	1.132.658.600	18,94%
Sektor Perikanan Fisheries Sector	-	0,00%
Sektor Perkebunan Plantation Sector	23.295.421	0,39%
Sektor Pertanian Agricultural Sector	124.984.000	2,09%
Sektor Peternakan Livestock Sector	315.209.200	5,27%
Sektor Lainnya Other Sectors	40.277.778	0,67%
<b>TOTAL</b>	<b>5.979.951.187</b>	<b>100,00%</b>

## Penyaluran PUMK ke UMK Binaan per Wilayah

Disbursement of MSEs Funding (PUMK) to Fostered MSEs per Region:

(Dalam Rupiah Penuh)  
(In Full Rupiah)

Wilayah Region	Jumlah Penyaluran Disbursement Amount	Persentase Percentage
Nusa Tenggara Barat West Nusa Tenggara	1.277.295.800	21,36%
Jawa Barat West Java	1.105.561.887	18,49%
Jawa Tengah Central Java	575.911.300	9,63%
Jawa Timur East Java	574.982.700	9,62%
Sumatera Barat West Sumatera	437.765.100	7,32%
DKI Jakarta Jakarta Capital Region	407.325.900	6,81%
Banten	365.907.200	6,12%
Daerah Istimewa Yogyakarta Yogyakarta Special Region	356.741.200	5,97%
Kalimantan Barat West Kalimantan	324.520.100	5,43%
Bali	266.882.800	4,46%
Nusa Tenggara Timur East Nusa Tenggara	141.545.500	2,37%

## Penyaluran PUMK ke UMK Binaan per Wilayah

Disbursement of MSEs Funding (PUMK) to Fostered MSEs per Region:

(Dalam Rupiah Penuh)  
(In Full Rupiah)

Wilayah Region	Jumlah Penyaluran Disbursement Amount	Persentase Percentage
Kepulauan Bangka Belitung Bangka Belitung Islands	109.804.000	1,84%
Sulawesi Selatan South Sulawesi	29.874.400	0,50%
Kalimantan Selatan South Kalimantan	5.833.300	0,10%
Sulawesi Utara North Sulawesi	-	0,00%
<b>TOTAL</b>	<b>5.979.951.187</b>	<b>100,00%</b>

### Program Kolaborasi TJSL

### TJSL Collaboration Program

#### Program Relawan Bakti BumN Batch VI Di Nias Selatan, Sumatera Utara

Relawan Bakti BumN Volunteer Program Batch VI In South Nias, North Sumatra

Garuda Indonesia bersama BUMN AirNav Indonesia dan Taspen mendukung pelaksanaan Program Relawan Bakti BUMN Untuk Indonesia (RBB) Batch VI di Desa Hilisimaetano, Nias Selatan, Sumatera Utara dengan menjadi tuan rumah atas program hasil insiasi dari Kementerian BUMN yang telah diselenggarakan pada triwulan III, dengan bertujuan untuk menghidupkan kembali potensi desa yang dapat menciptakan peluang ekonomi baru berkelanjutan dan memberikan inspirasi bagi masyarakat untuk restorasi warisan budaya.

Dalam program yang bertajuk “Relawan Bakti BUMN Untuk Kebangkitan Wisata dan Budaya Hilisimaetano” ini, kontribusi Perusahaan dituangkan dalam tiga bidang prioritas Tanggung Jawab Sosial Lingkungan (TJSL) yaitu pendidikan, lingkungan, dan pengembangan Usaha Mikro Kecil (UMK).

Pada bidang pendidikan, Perusahaan bersama AirNav Indonesia dan Taspen melaksanakan program revitalisasi taman tematik sekolah di daerah Hilisimaetano dan sekitarnya, pemberian bantuan sarana dan prasarana sekolah, serta keterlibatan Relawan BUMN untuk mengajar siswa sekolah melalui “Kelas Inspiratif”.

In the third quarter, Garuda Indonesia, together with SOEs partners AirNav Indonesia and Taspen, supported the implementation of the SOEs Service Volunteer Program (Relawan Bakti BUMN RBB) Batch VI in Hilisimaetano Village, South Nias, North Sumatra. This program, which was first initiated by the Ministry of SOEs, aimed to revitalize the village's potential, create new and sustainable economic opportunities, and inspire the community to restore and preserve its cultural heritage.

Under the theme “SOEs Service Volunteer Program (RBB) for the Revival of Tourism and Culture in Hilisimaetano,” the Company contributed to three priority areas of its Social and Environmental Responsibility (TJSL) program: education, environment, and Micro and Small Enterprises (MSEs) development.

In education, the Company, AirNav, and Taspen revitalized school's thematic gardens in Hilisimaetano and surrounding areas, provided school facilities and infrastructure support, and involved SOEs Volunteers in teaching through the Kelas Inspiratif program, an interactive learning session for local students.

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Upaya pelestarian lingkungan dilakukan dengan pemberian dan penanaman 200 bibit pohon buah yang terdiri dari mangga, alpukat, jambu kristal, dan kopi. Kemudian, Perusahaan juga melaksanakan renovasi bangunan pengelolaan sampah, pemberian satu buah motor untuk pengangkut sampah serta mesin penghancur sampah, penyediaan tong sampah di beberapa titik desa, dan pelatihan pengelolaan sampah bagi warga sekitar. Termasuk, pemberian empat paket lampu solar cell.

Sementara itu, dalam mendukung pengembangan UMK, pada program kali ini terdapat pelatihan untuk penyablonan kantung beras, barista kopi, pembuatan konten menarik di media sosial, serta program pelatihan manajemen Badan Usaha Milik Desa (BUMDES).

Sejalan dengan upaya Pemerintah menekan kasus stunting pada anak Indonesia, melalui kesempatan Relawan Bakti BUMN ini, Perusahaan bersama AirNav dan Taspen melaksanakan program penyuluhan kesehatan anak yang fokus pada kaitan kebutuhan dan peningkatan gizi keluarga dengan memanfaatkan pekarangan keluarga. Serta, pemberian makanan tambahan untuk Ibu & Anak di Desa Hilisimaetano

Environmental conservation efforts involved planting 200 fruit tree seedlings, including mango, avocado, crystal guava, and coffee beans. The Company also renovated waste management facilities, provided a motorbike for a waste collector and a waste shredding machine, placed trash bins at several village points, and conducted waste management training for residents. The Company also donated four solar-powered lighting units.

In supporting the development of MSEs, this program provides training on rice bag screen printing, coffee barista skills, engaging social media content production, and Village-Owned Enterprises (BUMDES) management.

Aligned with the Government's initiative to reduce stunting among Indonesian children, the Company, with AirNav and Taspen, conducted a child health education program through the SOE Volunteer Service. This program emphasizes the importance of improving family nutrition through home gardening and distributing food packages for mothers and children in Hilisimaetano Village.

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### Program Kolaborasi TJSL: Ata Modo, Pulau Komodo, Nusa Tenggara Timur

TJSL Collaboration Program: Ata Modo, Komodo Island, East Nusa Tenggara

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Garuda Indonesia bersama dengan 27 BUMN melaksanakan Program Kolaborasi Ata Modo yang menitikberatkan pada pengembangan Sumber Daya Manusia (SDM) di Pulau Komodo, dengan tujuan untuk meningkatkan keterampilan dan kapabilitas masyarakat lokal dalam mendukung keberlanjutan dan pengelolaan destinasi wisata tersebut. Beberapa program yang dilaksanakan meliputi:

- Bidang Pendidikan: bimbingan tes CPNS/PPPK bagi guru di Pulau Komodo, bimbingan belajar bagi siswa SDN Pulau Komodo, dan penyediaan sarana prasarana TIK, olahraga, dan seni SDN Pulau Komodo;
- Bidang Ekonomi: bantuan peralatan kriya dan mesin kopi;
- Bidang Lingkungan: revitalisasi saluran air bersih untuk masyarakat Pulau Komodo, reboisasi tanaman rindang produktif untuk masyarakat Pulau Komodo, dan penyediaan internet bagi masyarakat Pulau Komodo.

Garuda Indonesia, in collaboration with 27 other SOEs, implemented a TJSL collaboration program with the Ata Modo indigenous people, focusing on human capital development on Komodo Island, aiming to improve local community skills and capabilities in supporting the sustainability and management of the tourism destination. The programs implemented include:

- Education: Civil servant entrance exam (CPNS/PPPK) preparation for local teachers, tutoring for students at Komodo Island Elementary School, and the provision of ICT equipment, sports gear, and arts supplies for the school.
- Economy: Donate craft equipment and coffee machines.
- Environment: Revitalization of clean water channels, reforestation of productive shade plants, and provision of internet access for Komodo Island residents.

Program Sinergi TJSL

TJSL Synergy Program

**Program Sustainability Penanaman Mangrove Bersama Benihbaik**  
Sustainability Program for Planting Mangroves with Benihbaik

Pada triwulan III tahun 2024, Garuda Indonesia berkolaborasi dengan BenihBaik dan *subsidiaries* Garuda Indonesia Group dalam Program *Sustainability* Penanaman Mangrove Bersama BenihBaik. Penanaman mangrove dilaksanakan pada triwulan IV tahun 2024 di lingkungan sekitar *airport*, yaitu:

- Tangerang, Banten (near Soekarno-Hatta International Airport)
- Semarang, Jawa Tengah (near Ahmad Yani International Airport)
- Pulau Seribu, DKI Jakarta (near Soekarno-Hatta International Airport)

Program ini merupakan salah satu program prioritas bidang lingkungan dan implementasi *Sustainable Development Goals* nomor 15 yaitu *Life on Land*. Tak hanya itu, pelaksanaan program ini merupakan sebagai salah satu upaya perusahaan dalam mendukung pelaksanaan nilai ekonomi karbon dan pencapaian *Net Zero Emission* (NZE) tahun 2060 yang sejalan dengan dari ISO 26000:2010 *Guidance on Social Responsibility*, dimana salah satu subject intinya adalah *The Environment* yang memiliki *issue Mitigate and Adapt to Climate Change*.

Kolaborasi penanaman mangrove bersama BenihBaik menggunakan *system Monitoring, Reporting, Verification* (MRV), dan pendampingan dalam penerbitan Surat Penurunan Emisi – Gas Rumah Kaca. Tak hanya itu, pada triwulan III telah dilakukan *Talk Show* terkait *Sustainability* sebagai sosialisasi dan edukasi kepada karyawan Garuda Indonesia.

In the third quarter of 2024, Garuda Indonesia, in collaboration with BenihBaik and subsidiaries within the Garuda Indonesia Group, launched the Sustainability Program with BenihBaik. The mangrove planting was scheduled for the fourth quarter of 2024 in the surrounding areas of major airports in the following locations:

- Tangerang, Banten (near Soekarno-Hatta International Airport)
- Semarang, Central Java (near Ahmad Yani International Airport)
- Thousand Islands, Jakarta Capital Region (near Soekarno-Hatta International Airport)

This program is one of the Company's priority programs in the environmental sector and contributes directly to the implementation of Sustainable Development Goal 15: Life on Land. Moreover, it reflects the Company's commitment to supporting carbon economic value initiatives and achieving Net Zero Emissions (NZE) by 2060. This aligns with ISO 26000:2010 Guidance on Social Responsibility, particularly under the core subject of The Environment, which addresses issues related to climate change mitigation and adaptation.

The Collaboration on mangrove planting incorporates a Monitoring, Reporting, Verification (MRV) system, along with technical support in the issuance of Greenhouse Gas Emission Reduction Certificates. Additionally, in the third quarter of 2024, a Talk Show on sustainability was organized as part of Garuda Indonesia's efforts to disseminate and educate its employees on the topic.

**Program Sinergi Dengan KKN-PPM UGM Di Pulau Kei Kecil, Maluku**  
Synergy Program with KKN-PPM UGM On Kei Kecil Island, Maluku

Pada tahun 2024 Perusahaan berkolaborasi dengan Kelompok Kuliah Kerja Nyata Pembelajaran Pemberdayaan Masyarakat dari Universitas Gadjah Mada (KKN-PPM UGM) menggelar Program Sinergi Tanggung Jawab Sosial dan Lingkungan (TJSL) yang bertajuk "Festival Pesona Manyeuw 2024" di Kawasan Ekowisata Hoat Tamngil, Kecamatan Manyeuw, Maluku Tenggara.

The Company collaborated with the Field Study and Community Service for Community Empowerment Learning (KKN-PPM) Team from Gadjah Mada University (UGM) to hold a Social and Environmental Responsibility (TJSL) synergy program entitled "Festival Pesona Manyeuw 2024" at the Hoat Tamngil Ecotourism Area, Manyeuw District, Southeast Maluku.

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Beberapa program TJSL yang dilaksanakan Perusahaan bersama dengan Tim KKN-PPM UGM sepanjang bulan Juni – Agustus 2024 di antaranya meliputi:

- Program revitalisasi infrastruktur air minum dan irigasi (REVISI)
- Program Manyeuw Membaca
- Program pelepasliaran penyu untuk konservasi habitat penyu hijau
- Program rehabilitasi terumbu karang di Perairan Pulau-pulau Sepuluh
  
- Program 1.600 bibit pohon mangrove *Rhizophora* untuk Manyeuw
- Program kesehatan gratis, program Manyeuw Semangat Berantas Stunting
- Program seribu buku untuk Manyeuw
- Program pemasangan instalasi pemanen air hujan
- Program Festival Pesona Manyeuw

Several TJSL programs implemented by the Company and the KKN-PPM UGM Team from June–August 2024 include:

- The REVISI program (Revitalization of Drinking Water and Irrigation Infrastructure)
- Manyeuw Reading Program
- Sea Turtle release program to support green turtle habitat conservation
- Coral reef restoration program in the marine area of the Sepuluh Islands.
  
- A 1,600 *Rhizophora* mangrove seedlings program in Manyeuw
- Free healthcare program, and the Manyeuw Spirit to Eliminate Stunting program
- A Thousand Books program for Manyeuw
- Rainwater harvesting permanent installation program
- Manyeuw Enchantment Festival (Festival Pesona Maneuw) Program

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### Program Reuse Recycle Bersama Plasticpay

Reuse Recycle Program with Plasticpay

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Sebagai bentuk implementasi dari ISO 26000:2010 *Guidance on Social Responsibility*, dimana salah satu subject intinya adalah *The Environment* yang memiliki *issue Mitigate and Adapt to Climate Change* meliputi pengurangan limbah, penggunaan ulang produk, dan *recycle*. Hal tersebut juga sejalan dengan pencapaian Net Zero Emmission (NZE) tahun 2060 dan sebagai implementasi *Sustainable Development Goals* nomor 12, yaitu *Responsible Consumption and Production*.

Pada triwulan IV, Garuda Indonesia bekerjasama dengan Plasticpay melaksanakan *launching* penempatan *Reverse Vending Machine* (RVM) di lingkungan perkantoran yang bertujuan mengurangi limbah penggunaan botol plastik dan meningkatkan partisipasi karyawan sehingga terbentuk habit dalam penggunaan material plastic dengan lebih bijak. Adapun pada program ini, sampah botol plastik yang dibuang pada RVM nantinya akan diolah kembali menjadi barang-barang bernilai ekonomis yang dapat dipergunakan kembali oleh masyarakat, dan kemudian dapat meningkatkan perekonomian UMKM.

As part of the implementation of ISO 26000:2010 *Guidance on Social Responsibility*, specifically under the core subjects “The Environment”—which addresses issues related to Mitigating and Adapting to Climate Change, which encompasses waste reduction, product reuse, and recycling— Garuda Indonesia aligns its initiatives to achieving Net Zero Emissions (NZE) by 2060 and supports the implementation of Sustainable Development Goal No. 12: Responsible Consumption and Production.

In the fourth quarter of 2024, Garuda Indonesia collaborated with Plasticpay to launch the placement of Reverse Vending Machines (RVM) within office environments. This initiative aims to reduce plastic bottle waste and increase employee engagement to foster more responsible and sustainable habits in plastic usage. Through this program, plastic bottle waste collected via the RVMs will be processed into economically valuable items that can be reused by the community, ultimately supporting local Micro, Small, and Medium Enterprises (MSMEs) and contributing to their economic empowerment.

**Program Pengembangan Sumber Daya Manusia (SDM) Di Kabupaten Nias Barat**  
Human Capital Development Program In West Nias Regency

Pada triwulan II tahun 2024, TJSL Garuda Indonesia telah memberikan bantuan dana pendidikan kepada putra/putri daerah Nias, Sumatera Utara di bidang kedokteran tahap II. Program ini merupakan kelanjutan dari program di tahun 2023 yang juga merupakan salah satu program prioritas di bidang Pendidikan tahun 2024 dan sebagai implementasi *Sustainable Development Goals* nomor 4, yaitu *Quality Education*. Hingga Triwulan II tahun 2024 telah direalisasikan program bantuan dana pendidikan kepada beberapa putra/putri Nias Barat, Sumatera Utara secara bertahap. Tak hanya pemberian bantuan Pendidikan, namun juga beberapa program lainnya dalam pengembangan SDM di Nias Barat, Sumatera Utara yaitu renovasi sekolah, pengadaan internet dan SDM dalam hal IT, dan perbaikan fasilitas kesehatan termasuk penempatan dokter dan tenaga kesehatan di Kabupaten Nias Barat, Sumatera Utara. Adapun program ini merupakan bentuk tanggung jawab sosial perusahaan terhadap masyarakat adat di wilayah Sumatera Utara sebagai salah satu wilayah operasi bisnis Perseroan.

In the second quarter of 2024, Garuda Indonesia's Social and Environmental Responsibility (TJSL) program provided educational funding assistance to the youth of Nias, North Sumatra, particularly in the field of medicine (Phase II). This program is a continuation of the 2023 initiative and remains one of the priority education programs in 2024, as part of the implementation of SDG No. 4: Quality Education. As of the second quarter of 2024, the educational assistance program has been gradually extended to several youths from West Nias, North Sumatra. In addition to the provision of educational assistance, the Company has also implemented several other human capital development initiatives in West Nias, including school renovations, provision of internet access and IT personnel, as well as improvements in healthcare facilities—such as the placement of doctors and healthcare workers in the West Nias Regency, North Sumatra. This program reflects the Company's social responsibility toward indigenous communities in the North Sumatra region, one of the Company's key operational areas.

**Tabel Penyaluran TJSL dan PUMK Tahun 2022-2024**  
Table of TJSL and PUMK Disbursement for 2022-2024

Keterangan Description	2024	2023	2022
TJSL (Non Pendanaan UMK) TJSL (Non-MSEs Funding)	5.624.109.247	4.591.405.275	1.198.029.131
Pinjaman Kemitraan (Pendanaan UMK) Partnership Loans (MSEs Funding)	800.000.000	1.000.000.000	5.555.000.000
Pembinaan Kemitraan Partnership Coaching	-	-	-
<b>Jumlah Total</b>	<b>6.424.109.247</b>	<b>5.591.405.275</b>	<b>6.753.029.131</b>

Atas berbagai program TJSL yang telah dilakukan, sepanjang tahun 2024, tidak terdapat dampak negatif signifikan yang berdampak pada masyarakat sekitar.

For the various TJSL programs that have been carried out, throughout 2024, there were no significant negative impacts on the surrounding community.

## Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL)

[OJK F.25]

Tuntutan atas implementasi TJSL bagi emiten dan perusahaan publik semakin kuat dengan terbitnya Peraturan Otoritas Jasa Keuangan (POJK) No.51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik atau POJK Keuangan/Kegiatan Berkelanjutan, per 1 Januari 2021. Pasal 8 peraturan ini menyatakan perusahaan publik yang diwajibkan melaksanakan TJSL dapat mengalokasikan sebagian dana TJSL untuk mendukung kegiatan penerapan keuangan berkelanjutan. Sesuai dengan pedoman teknis peraturan ini, dalam arti luas, keuangan berkelanjutan bagi emiten dan perusahaan publik dapat dimaknai sebagai kegiatan berkelanjutan (*sustainable operation*), yaitu kegiatan operasi perusahaan yang dijalankan dengan memperhatikan aspek ekonomi, lingkungan hidup, dan sosial.

Pelaksanaan TJSL di Garuda Indonesia merujuk pada sejumlah regulasi antara lain Undang-Undang Perseroan Terbatas, Undang-Undang No.25 Tahun 2007 tentang Penanaman Modal, serta Surat Edaran Otoritas Jasa Keuangan Republik Indonesia Nomor 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik sebagai pedoman teknis pelaksanaan POJK Keuangan Berkelanjutan. Secara spesifik, SEOJK menegaskan perlunya kegiatan TJSL dikaitkan dengan 17 (tujuh belas) Tujuan Pembangunan Berkelanjutan/TPB (*Sustainable Development Goals/SDGs*) di Indonesia. Tautan implementasi program tersebut disampaikan melalui Laporan Keberlanjutan.

Sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023, Garuda Indonesia melaksanakan TJSL melalui Program Pendanaan Usaha Mikro dan Usaha Kecil (Program Pendanaan UMK, serta Program Pemberian Bantuan dan/atau Kegiatan lainnya, termasuk Pembinaan. Pelaksanaan Program TJSL BUMN berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB) serta berpedoman kepada ISO 26000 sebagai panduan pelaksanaan program, dengan harapan pelaksanaan Program TJSL BUMN yang lebih terukur, berdampak dan berkelanjutan. Adapun program TJSL BUMN bertujuan untuk:

1. memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan;
2. memberikan kontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel; dan
3. membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri, serta masyarakat sekitar perusahaan.

## Activities of Social and Environmental Responsibility (TJSL) [OJK F.25]

The demand for the implementation of TJSL for issuers and public companies has strengthened following with the issuance of Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies or POJK on Sustainable Finance/Activities as of January 1, 2021. Article 8 of this regulation states that public companies obligated to implement TJSL can allocate a portion of TJSL funds to support activities for implementing sustainable finance. Per the technical guidelines of this regulation, in a broad sense, sustainable finance for issuers and public companies means sustainable operations, namely company operational activities implemented by paying attention to economic, environmental, and social aspects.


The implementation of TJSL at Garuda Indonesia refers to several regulations, including the Law on Limited Liability Companies, Law No. 25 of 2007 on Investment, and the Circular Letter of the Financial Services Authority of the Republic of Indonesia No. 16/SEOJK.04/2021 on the Form and Contents of the Annual Report of Issuers or Public Companies as technical guidelines for implementing POJK on Sustainable Finance. Specifically, SEOJK emphasizes the importance of aligning Corporate Social Responsibility (CSR) activities with the 17 (seventeen) Sustainable Development Goals (SDGs) in Indonesia. The linkage between program implementation and the SDGs is outlined in the Sustainability Report.

In accordance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023, Garuda Indonesia implements its Social and Environmental Responsibility (TJSL) program through the Micro and Small Business Funding Program (UMK Funding Program), as well as through the provision of assistance and/or other activity programs, including coaching. The implementation of the SOE CSR Program is oriented towards the achievement of the Sustainable Development Goals (SDGs) and is guided by ISO 26000 as a reference for program implementation, to achieve a more measurable, impactful, and sustainable CSR execution. The SOE TJSL program aims to:

1. Provide benefits in the areas of economic, social, environmental, legal, and governance development for the Company;
2. Contribute to the creation of added value for the Company through integrated, targeted, and measurable impact, upheld by the principle of accountability; and
3. Empower micro and small enterprises to become more resilient and self-reliant, while also supporting the surrounding communities.



## Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan

### Table of TJSL Activities and Sustainable Development Goals

Keterangan Description	Program	Province Province	Kesesuaian dengan TPB Alignment with SDGs
Pendidikan Education	1 Bantuan Dana Pendidikan Yayasan Bangun Kecerdasan Insani Education Fund Assistance for the Bangun Kecerdasan Insani Foundation	Sumatera Utara North Sumatra	
	2 Pengembangan SDM Nias Barat: Bantuan Pendidikan Mahasiswi Putri Daerah Kab. Nias Barat Human Capital Development in West Nias: Educational Assistance for Female Students in West Nias Regency	Sumatera Utara North Sumatra	
	3 Pembangunan Pesantren Tahfizh Ashabul Kahfi Construction of the Tahfizh Ashabul Kahfi Islamic Boarding School	Jawa Barat West Java	
	4 Renovasi Pesantren Yayasan Halaqoh Tahfidz Alqur'an Renovation of the Halaqoh Tahfidz AL-Qur'an Foundation Islamic Boarding School	Banten	
	5 Bantuan pengadaan kebutuhan sarana prasarana Pesantren Modern Darul Ihsan Assistance in Procuring Infrastructure Needs for the Darul Ihsan Modern Islamic Boarding School	Sumatera Utara North Sumatra	
	6 Program Kolaborasi TJSL BUMN Pelita Warna Tahun 2024 SOE CSR Collaboration Program: Pelita Warna 2024	DKI Jakarta Jakarta Capital Region	
	7 Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw Synergy Program of CSR KKN-PPM UGM in Manyeuw District	Maluku	
	8 Relawan Bakti BUMN Batch VI Nias: Revitalisasi Sarana & Pra Sarana SMPN 6 Maniamolo SOE Community Service Volunteers Batch VI - Nias: Revitalization of Facilities and Infrastructure of State Junior High School 6 of Maniamolo	Sumatera Utara North Sumatra	
	9 Bantuan Pengadaan Peralatan Sarana Prasarana Sekolah MTs. Al Ikhlash Leuwintang Assistance in the Procurement of Equipment for the School Infrastructure of Al Ikhlash Middle School, Leuwintang	Jawa Barat West Java	
	10 Dukungan Program Workshop dan Uji Kompetensi Jurnalis Televisi Ikatan Jurnalis Televisi Indonesia (JTI) Workshop Program Support and Television Journalist Competency Test - Indonesian Television Journalists Association (JTI)	DKI Jakarta Jakarta Capital Region	
	11 Bantuan Dana Kegiatan Cinta Alam Indonesia: Pelatihan Pengembangan Diri Pemuda Islam Masjid AL Mubarak Funding Assistance for Cinta Alam Indonesia Activities: Self-Development Training for Islamic Youth at AL Mubarak Mosque	Banten	
	12 Pembangunan Asrama Putra Ponpes Darul Ulum AL- Muttaqien Construction of the Male Dormitory of Darul Ulum AL-Muttaqien Islamic Boarding School	Jawa Timur East Java	
	13 Kolaborasi BUMN "Pondok Pesantren Daarussalam Al Gontory di Batam" SOE Collaboration with Darussalam Al Gontory Islamic Boarding School, Batam	Kepulauan Riau	
	14 Renovasi Sarana dan Prasarana SD Negeri No. 071099 Hilisimaetano Renovation of Facilities and Infrastructure of State Elementary School No. 071099 Hilisimaetano	Sumatera Utara North Sumatra	
	15 Bantuan Pendidikan Program Beasiswa Bagi Putra Putri Tentara Nasional Indonesia Tahun Ajaran 2024/2025 Educational Assistance Scholarship Program for Sons and Daughters of the Indonesian National Army for the 2024/2025 Academic Year	DKI Jakarta Jakarta Capital Region	
	16 Bantuan Dana Pembangunan Gedung TK Islam Baiturrahman Yayasan Pondok Pesantren Baiturrahman AL-Husni Funding Assistance for the Construction of Baiturrahman Islamic Kindergarten - Baiturrahman AL-Husni Islamic Boarding School Foundation	Jawa Barat West Java	
	17 Pembangunan Asrama Santri Yayasan Nurut Tauhid Cicadas Construction of Student Dormitory for Nurut Tauhid Cicadas Foundation	Jawa Barat West Java	
	18 Renovasi Atap Sekolah di SD Naskat Debut, Manyeuw, Maluku Tenggara Roof Renovation of Naskat Debut Elementary School, Manyeuw, Southeast Maluku	Maluku	
	19 Dukungan Pendidikan Perguruan Tinggi bagi putra-putri TNI dan POLRI tahun 2023-2024 College Education Support for Sons and Daughters of the TNI and POLRI, 2023-2024 Academic Year	DKI Jakarta Jakarta Capital Region	
	20 Pengembangan SDM Nias Barat: Bantuan Dana Pendidikan Mahasiswa Kedokteran Tahap 1 Human Capital Development in West Nias: Phase I Medical Student Education Fund Assistance	Sumatera Utara North Sumatra	
	21 Perbaikan Rangka Atap Madrasah Yayasan Mardiyah Roof Frame Repair for Mardiyah Foundation Madrasah	Jawa Barat West Java	
	22 Kolaborasi TJSL BUMN Ata Modo SOE CSR Collaboration with Ata Modo	NTT East Nusa Tenggara	
	23 Dukungan Pembangunan Universitas Widya Mataram tahap II Support for the Development of Widya Mataram University - Phase II	NTB West Nusa Tenggara	
	24 Dukungan Kolaborasi Program Transformasi Sekolah BUMN di NTT Support for the SOE School Transformation Program in East Nusa Tenggara (NTT)	NTT East Nusa Tenggara	


## Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan

### Table of TJSL Activities and Sustainable Development Goals

Keterangan Description	Program	Province Province	Kesesuaian dengan TPB Alignment with SDGs
Pendidikan Education	25 Pembangunan 1 (satu) unit Smart Class Room untuk SMA Negeri 3 Jakarta Teladan Construction of One (1) Smart Classroom Unit for State Senior High School 3 Teladan of Jakarta	DKI Jakarta Jakarta Capital Region	
	26 Pengembangan SDM Nias Barat Human Capital Development in West Nias	Sumatera Utara North Sumatra	
	27 Dukungan Program Transformasi Sekolah BUMN di NTT Support for the SOE School Transformation Program in East Nusa Tenggara (NTT)	NTT East Nusa Tenggara	
	28 Renovasi Asrama Pondok Pesantren As Sulahaa Renovation of the As Sulahaa Islamic Boarding School Dormitory	Jawa Barat West Java	
Kesehatan Good Health	1 Partisipasi Bantuan Transportasi Kesehatan Yayasan Jantung Indonesia Participation in Health Transportation Assistance for the Indonesian Heart Foundation	Sulawesi Utara North Sulawesi	
	2 CSR BO: Partisipasi Kegiatan Donor Darah di Biak, Papua CSR BO: Participation in Blood Donation Activities in Biak, Papua	Papua	
	3 Partisipasi Kegiatan Donor darah stikes pertamedika Participation in Blood Donation Activities for Pertamedika College	Banten	
	4 GA Peduli Kesehatan: Program Khitan Massal 2024 GA Cares for Health: 2024 Mass Circumcision Program	DKI Jakarta Jakarta Capital Region	
	5 Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Pemeriksaan Kesehatan Gratis TJSL Synergy Program for Community Service Learning and Community Development at UGM in Manyeuw District: Free Health Checks	Maluku	
	6 Pembangunan Pos Pelayanan Terpadu (Posyandu), Desa Rawakalong Construction of Integrated Health Service Post (Posyandu), Rawakalong Village	Jawa Barat West Java	
	7 Bantuan Operasional Operasi Jantung Harapan Kita: Pasien Anak a/n. Haziq Alghifari dengan Diagnosa Penyakit Jantung Bawaan dan Kelainan Pembuluh Darah Jantung Operational Assistance for Heart Surgery at Harapan Kita Hospital for Child Patient Haziq Alghifari, Diagnosed with Congenital Heart Disease and Cardiac Vascular Abnormalities	DKI Jakarta Jakarta Capital Region	
	8 Bantuan Alat Bantu Dengar Pasien a/n Isma Arba'atin Ni'mah RSUD Dr. R. Soetrasno Hearing Aid Assistance for Patient Isma Arba'atin Ni'mah at Dr. R. Soetrasno Regional Hospital	Jawa Tengah Central Java	
	9 Kegiatan Pelayanan Kesehatan Mata Gratis di Wilayah Banjar Gemeh Free Eye Health Services in the Banjar Gemeh Area	Bali	
	10 Dukungan Pemeriksaan Kesehatan Atlet Difabel di Kep. Bangka Belitung Support for Health Checks for Disabled Athletes in Bangka Belitung Regency	Kep. Bangka Belitung Bangka Belitung	
	11 Bantuan Dana Pemasangan Alat Bantu Dengar pada Kegiatan Pengabdian Masyarakat HME ITB 2024 Funding Assistance for the Installation of Hearing Aids as Part of HME ITB 2024 Community Service Activities	Jawa Barat West Java	
	12 Dukungan Program Kegiatan Sosialisasi dari Lembaga Kanker Indonesia Support for the Socialization Program of the Indonesian Cancer Institute	Banten	
	13 Partisipasi Kegiatan Pemeriksaan Kesehatan, Pemberian Nutrisi, dan Donor Darah Bagi Masyarakat Umum & Para Lansia Participation in Health Checks, Nutrition Provision, and Blood Donation for the General Public and the Elderly	DKI Jakarta Jakarta Capital Region	
	14 Bantuan Dana Pembangunan & Perbaikan Jalan Lingkungan, Tembok Penahan Tanah (TPS), dan Posyandu Desa Paledah, Kabupaten Pangandaran Funding for the Construction and Repair of Neighborhood Roads, Retaining Walls, and Integrated Health Service Posts in Paledah Village, Pangandaran Regency	Jawa Barat West Java	
	15 Pengembangan SDM Nias Barat: Penyediaan Tenaga Dokter Human Capital Development in West Nias: Provision of Medical Doctors	Sumatera Utara North Sumatra	


## Tabel Kegiatan TJSI dan Tujuan Pembangunan Berkelanjutan

### Table of TJSI Activities and Sustainable Development Goals

Keterangan Description	Program	Province Province	Kesesuaian dengan TPB Alignment with SDGs
Sosial Kemasyarakatan Social Community	1 GA Peduli Aksi Kasih Natal di Ambon, Manado, Kupang, Sorong, Jayapura, Timika, Biak GA Cares Christmas Charity Program in Ambon, Manado, Kupang, Sorong, Jayapura, Timika, and Biak	Maluku, NTT, Sulawesi Utara, Papua Maluku, East Nusa Tenggara, North Sulawesi, Papua	
	2 Partisipasi Program Bantuan Sembako di Provinsi Sumatera Utara Participation in the Basic Food Assistance Program in North Sumatra Province	Sumatera Utara North Sumatra	
	3 Partisipasi Upacara Piodalan Participation in the Piodalan Ceremony	Bali	
	4 Dukungan Program Sembako Ramadan BUMN Wilayah Yogyakarta Support for the Ramadan Basic Food Program for State-Owned Enterprises in the Yogyakarta Region	DIY Yogyakarta Special Region	
	5 Garuda Peduli: Bantuan Sembako TAD Non Skill pada Ramadhan 1445H Garuda Cares: Non-Skilled TAD Basic Food Assistance during Ramadan 1445H	HO & All BO	
	6 Partisipasi Kegiatan Ramadan ROHISGA Participation in Ramadan Activities by ROHISGA	Banten	
	7 CSR Branch Office: Program Buka Bersama Anak Yatim CSR Branch Office Program: Iftar with Orphans	DIY Yogyakarta Special Region	
	8 Safari Ramadan: Operasi Sembako Murah Ramadan Safari: Affordable Grocery Bazaar	Jawa Timur East Java	
	9 Dukungan Program Ramadan Keraton Kasunanan Surakarta Hadiningrat (KKSH) Support for the Surakarta Hadiningrat Sultanate Palace (KKSH) Ramadan Program	Jawa Tengah Central Java	
	10 Dukungan Program Berbagi Berkah PWNU DKI Jakarta Support for the Berbagi Berkah Program by the Jakarta Provincial Nahdlatul Ulama (NU) Office	DKI Jakarta Jakarta Capital Region	
	11 Mudik Asyik Bersama BUMN Fun Homecoming with State-Owned Enterprises Program	Banten	
	12 GA Peduli Bencana Alam: Banjir & Tanah Longsor Padang GA Cares for Natural Disasters: Response to Floods and Landslides in Padang	Sumatera Barat West Sumatra	
	13 Bantuan Kegiatan Bakti Sosial Yayasan Tuna Bersatu Assistance for Social Service Activities by the Tuna Bersatu Foundation	Banten	
	14 Bantuan Dana Kegiatan Maulid Nabi Muhammad SAW 2023/2024 SMA Negeri 6 Jakarta Funding for the 2023/2024 Mawlid Celebration of the Prophet Muhammad at State High School 6 Jakarta	DKI Jakarta Jakarta Capital Region	
	15 Program Garuda Indonesia Peduli Bencana Alam di Ternate, Maluku Utara Garuda Indonesia Cares for Natural Disasters Program in Ternate, North Maluku	Maluku Utara North Maluku	
	16 Bantuan Pra Sarana Kebutuhan Pengurus RT Desa Bojong Nangka Pre-Facility Assistance for the Needs of RT Management in Bojong Nangka Village	Banten	
	17 Program Bantuan Sosial Sembako kepada 5 Yayasan Penyandang Disabilitas Tangerang (INDISI) Basic Food Social Assistance Program for Five Foundations Supporting People with Disabilities in Tangerang (INDISI)	Banten	
	18 Program 1000 Al Quran bersama Balai Pustaka Untuk Jamaah Umrah 1000 Al-Qur'an Program in Collaboration with Balai Pustaka for Umrah Pilgrims	Banten	
	19 GA Peduli: Aksi Kasih Natal 2024 GA Cares: Christmas Charity 2024	7 BO	
	20 Program Bantuan Garuda Indonesia Peduli Bencana Alam Banjir & Longsor di Sukabumi, Jawa Barat Garuda Indonesia Cares Assistance Program for Flood and Landslide Victims in Sukabumi, West Java	Jawa Barat West Java	


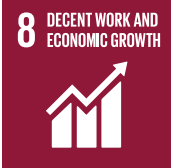
## Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan

### Table of TJSL Activities and Sustainable Development Goals

Keterangan Description	Program	Province Province	Kesesuaian dengan TPB Alignment with SDGs
Sarana dan Pra Sarana Infrastructure	1 Bantuan Pengembangan Wisata Yayasan Lentera Muda Karya Foundation Tourism Development Assistance for the Young Lantern Works Foundation	DI Aceh Aceh Special Region	
	2 Bantuan Pembangunan Jalan Desa di Kabupaten Boyolali, Jawa Tengah Assistance for the Construction of Village Roads in Boyolali Regency, Central Java	Jawa Tengah Central Java	
	3 Bantuan renovasi Masjid Nurul Amin Renovation Assistance for the Nurul Amin Mosque	Jawa Tengah Central Java	
	4 Bantuan renovasi GPdi Jemaat Damai Sejahtera Renovation Assistance for the Damai Sejahtera Congregation of the Church of Jesus Christ of Latter-day Saints	DKI Jakarta Jakarta Capital Region	
	5 Bantuan pembangunan Gereja Kristen Protestan Simalungun (GKPS) Construction Assistance for the Simalungun Protestant Christian Church (GKPS)	Bali	
	6 Program Instalasi Internet di Desa Komodo Internet Installation Program in Komodo Village	NTT East Nusa Tenggara	
	7 Pembangunan Asrama Putra PPTQ Nurul Ikhlas Construction of the Nurul Ikhlas PPTQ Male Dormitory	Jawa Barat West Java	
	8 Relawan Bakti BUMN Batch VI Nias Relawan Bakti BUMN Volunteers Program Batch VI in Nias	Sumatera Utara North Sumatra	
	9 Bantuan Pembangunan Pelinggih di Banjar Pegatepan Assistance for the Construction of a Shrine in Banjar Pegatepan	Bali	
	10 Pembangunan Sarana Prasarana Jalan Lingkungan Warga RW 003 Kelurahan Leuwinanggung Kecamatan Tapos Kota Depok Construction of Neighborhood Road Infrastructure for Residents of RW 003, Leuwinanggung Village, Tapos District, Depok City	Jawa Barat West Java	
	11 Bantuan Pembangunan Asrama Yatim dan Dhuafa Yayasan Mutiara Ibu Nusantera, Desa Rawakalong, Kec. Gunung Sindur Assistance for the Construction of Dormitories for Orphans and the Poor by the Mutiara Ibu Nusantera Foundation, Rawakalong Village, Gunung Sindur District,	Jawa Barat West Java	
	12 Bantuan Pembangunan Pura Dalem Kahyangan Badung Assistance for the Construction of Dalem Kahyangan Badung Temple	Bali	
	13 Renovasi Masjid Istiqlal Osaka Renovation of the Istiqlal Mosque in Osaka	Japan	
	14 Pembangunan Gedung Posyandu Pemerintah Kabupaten Tangerang Kecamatan Pagedangan Construction of the Posyandu Building by the Tangerang Regency Government, Pagedangan District	Banten	
	15 Pembangunan Jalan Pura Taman Desa Mengening di Buleleng, Bali Construction of Pura Taman Road in Mengening Village, Buleleng, Bali	Bali	
	16 Pengadaan Sarana Baleganjur Kelompok Baleganjur Eka Swara di Buleleng, Bali Provision of Facilities for the Baleganjur Eka Swara Baleganjur Group in Buleleng, Bali	Bali	
	17 Pembangunan Musholla Baiturrahman Pejaten Timur Ps Minggu Jakarta Selatan Construction of the Baiturrahman Mosque in Pejaten Timur, South Jakarta	DKI Jakarta Jakarta Capital Region	
	18 Renovasi fasilitas umum pada csr safety campaign Renovation of Public Facilities as Part of the CSR Safety Campaign	Sumatera Barat West Sumatra	
	19 Bantuan pembangunan masjid Al Hadi Kab. Bandung Barat Assistance for the Construction of the Al Hadi Mosque in West Bandung Regency	Jawa Barat West Java	
	20 Bantuan Renovasi Masjid Al Ikhlas Cipondoh Renovation Assistance for the Al Ikhlas Mosque in Cipondoh	Banten	






## Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan

### Table of TJSL Activities and Sustainable Development Goals

Keterangan Description	Program	Province Province	Kesesuaian dengan TPB Alignment with SDGs
Sarana dan Pra Sarana Infrastructure	21 Bantuan Sarana & Pra Sarana Gereja Tuhan di Indonesia Facilities and Infrastructure Assistance for the Church of God in Indonesia	DKI Jakarta Jakarta Capital Region	
	22 Pembangunan Jalan Lingkungan di Desa Banjarharja Kab Pangandaran Construction of a Neighborhood Road in Banjarharja Village, Pangandaran Regency	Jawa Barat West Java	
	23 Pengembangan SDM Nias Barat Human Capital Development in West Nias	Sumatera Utara North Sumatra	
	24 Pembangunan Jalan Lingkungan Desa Puncaksari, Kec. Sindangkerta, Bandung Barat, Jawa Barat Construction of a Neighborhood Road in Puncaksari Village, Sindangkerta District, West Bandung, West Java	Jawa Barat West Java	
Bantuan Pengembangan Usaha Business Development Assistance	1 Partisipasi Keikutsertaan UMK Binaan pada Kegiatan Discovering the Magnificence of Indonesia Expo Participation in the Discovering the Magnificence of Indonesia Expo for Assisted Micro, Small, and Medium Enterprises (MSMEs)	Netherlands	
	2 Dukungan Promosi Budaya Nias Barat pada Hut GA-75 Support for the Promotion of West Nias Culture at the 75th Anniversary of Indonesia's Independence	Banten	
	3 Pameran Solo Great Sales 2024 Participation in the 2024 Solo Great Sale Exhibition	Jawa Tengah Central Java	
	4 Partisipasi Penglipuran Village Festival XI 2024 Participation in the 2024 11th Penglipuran Village Festival	Bali	
	5 Program Kolaborasi TJSL BUMN Pelita Warna Tahun 2024 SOE CSR Collaboration Program: Pelita Warna 2024	DKI Jakarta Jakarta Capital Region	
	6 Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Festival Budaya Manyeuw dan UMKM Synergy Program of CSER and UGM's Community Empowerment Learning Program (PPM) in Manyeuw District: Manyeuw Cultural and MSME Festival	Maluku	
	7 Relawan Bakti BUMN Batch VI Nias: Pelatihan Kelompok Wisata dalam pengelolaan website dan media sosial Relawan Bakti BUMN Volunteer Program Batch VI in Nias: Training in Website and Social Media Management for Tourism Groups	Sumatera Utara North Sumatra	
	8 Dukungan Yayasan Pusaka Luhur Nusantara Untuk Pembuatan Buku Alat Musik Gamelan Support from the Luhur Nusantara Heritage Foundation for the Production of a Gamelan Music Instrument Book	Jawa Barat West Java	
	9 Bazaar UMKM Indonesia Jelajah Kuliner Indonesia Indonesian MSMEs Bazaar: Exploring Indonesian Cuisine	DKI Jakarta Jakarta Capital Region	
	10 Kegiatan Pameran INACRAFT on October 2024 Participation in the INACRAFT Exhibition, October 2024	DKI Jakarta Jakarta Capital Region	
	11 Bantuan Mesin Jahit dan Mesin Obras Yayasan Perempuan dan Swadesi Bangkit di Lebak, Banten Sewing Machine Assistance for the Yayasan Perempuan dan Swadesi Bangkit in Lebak, Banten	Banten	
	12 Program Pemberdayaan Kewirausahaan Bagi Para Perempuan Penyandang Disabilitas CSR GA Group x Allunjiva Indonesia Entrepreneurship Empowerment Program for Women with Disabilities – CSR GA Group x Allunjiva Indonesia	Jawa Tengah Central Java	
	13 Program Kolaborasi Sentra UMKM Magelang Tahap II Collaboration Program for the Magelang MSME Center – Phase II	Jawa Tengah Central Java	

## Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan

### Table of TJSL Activities and Sustainable Development Goals

Keterangan Description	Program	Province Province	Kesesuaian dengan TPB Alignment with SDGs
Bantuan Pengembangan Usaha Business Development Assistance	14 Kolaborasi TJSL BUMN Ata Modo SOE CSR Collaboration with Ata Modo	NTT East Nusa Tenggara	8 DECENT WORK AND ECONOMIC GROWTH 
	15 Pengembangan SDM Nias Barat Human Capital Development in West Nias	Sumatera Utara North Sumatra	
Pelestarian Lingkungan Environmental Conservation	1 Bantuan PIPANISASI dan Sarana Pra Sarana Saluran Air, Kabupaten Boyolali, Jawa Tengah Pipeline Assistance and Water Channel Pre-Facilities in Boyolali Regency, Central Java	Jawa Tengah Central Java	6 CLEAN WATER AND SANITATION  12 RESPONSIBLE CONSUMPTION AND PRODUCTION  14 LIFE BELOW WATER  15 LIFE ON LAND 
	2 Program Kolaborasi TJSL BUMN Pelita Warna Tahun 2024 SOE CSR Collaboration Program: Pelita Warna 2024	DKI Jakarta Jakarta Capital Region	
	3 Bantuan Pembangunan Sarana Air Bersih (SAB) Desa Buniayu Kecamatan Sukamulya Assistance in the Construction of Clean Water Facilities (SAB) in Buniayu Village, Sukamulya District	Banten	
	4 Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Revitaliasi Air Bersih dan Instalasi Pemanen Air Hujan CSR Synergy Program KKN PPM UGM Manyeuw District: Clean Water Revitalization and Rainwater Harvesting Installation	Maluku	
	5 Relawan Bakti BUMN Batch VI Nias: Pembuatan rumah kelola sampah & pelatihan pemilahan sampah Relawan Bakti BUMN Volunteer Program Batch VI in Nias: Construction of a Waste Management House and Waste Sorting Training	Sumatera Utara North Sumatra	
	6 Kolaborasi Pengelolaan Sampah Terpadu Desa Cikole Lembang Integrated Waste Management Collaboration in Cikole Lembang Village	Jawa Barat West Java	
	7 Program Waste Management bersama Plasticpay Waste Management Program with Plasticpay	Banten	
	8 Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Pelepasliaran Penyu untuk Konservasi Habitat Penyu Hijau CSR Synergy Program of Student Community Service and Integrated Waste Management of UGM in Manyeuw District: Turtle Release for Green Turtle Habitat Conservation	Maluku	
	9 Program GA Sustainability Penanaman Mangrove bersama BenihBaik GA Sustainability Program: Mangrove Planting in collaboration with BenihBaik	Banten Jawa Tengah DKI Jakarta Banten Central Java Jakarta Capital Region	
	10 Talkshow Flight Path to Sustainability: Planting The Future	Banten	
	11 Program Sinergi TJSL KKN PPM UGM Kecamatan Manyeuw: Penanaman Seribu Mangrove dan Revitalisasi Terumbu Karang di Pulau Pulau Sepuluh Synergy Program of CSE and UGM's Community Empowerment Learning Program (PPM) in Manyeuw Sub-District: Planting of One Thousand Mangroves and Coral Reef Revitalization in the Pulau Sepuluh	Maluku	
	12 Relawan Bakti BUMN Batch VI Nias: Penanaman 1000 bibit pohon produktif Relawan Bakti BUMN Volunteer Program Batch VI in Nias: Planting 1,000 Productive Tree	Sumatera Utara North Sumatra	
	13 Partisipasi Penanaman Mangrove bulan PRB Participation in Mangrove Planting for Disaster Risk Reduction Month	Aceh	
	14 Kolaborasi TJSL BUMN Ata Modo SOE CSR Collaboration with Ata Modo	NTT East Nusa Tenggara	
	15 Smart Farming Garuda media Hidroponik: Pembangunan Green House untuk budidaya hidroponik Smart Farming Garuda Media Hydroponics: Construction of a Greenhouse for Hydroponic Cultivation	Banten	

## Kepatuhan Terhadap Hukum dan Peraturan [GRI 2-27]

Dalam menjalankan aktivitas bisnisnya, Garuda Indonesia senantiasa mematuhi peraturan perundang-undangan yang berlaku. Atas komitmen tersebut, sepanjang tahun 2024, tidak terdapat kasus ketidakpatuhan. Langkah-langkah penguatan kepatuhan akan terus dilakukan melalui pelatihan dan peningkatan kesadaran kepada seluruh karyawan.

## Pengaduan Pelanggan dan Masyarakat [OJK F.24, GRI 2-16, GRI 2-26]

Dalam rangka memberikan pelayanan terbaik, Garuda Indonesia terus berupaya untuk meningkatkan kualitas produk dan layanan dengan menyediakan saluran atau layanan pengaduan. Hal ini bertujuan untuk memberikan kesempatan kepada pelanggan untuk menyampaikan masukan, keluhan, atau saran terkait pengalamannya selama menggunakan jasa penerbangan Garuda Indonesia. Dengan adanya saluran atau layanan pengaduan yang mudah diakses, Garuda Indonesia dapat lebih cepat merespons permasalahan yang muncul, memperbaiki kekurangan yang ada, dan memastikan kepuasan pelanggan tetap terjaga. Selain itu, saluran pengaduan ini juga menjadi alat bagi perusahaan untuk lebih memahami kebutuhan dan harapan pelanggan, serta untuk memperkuat hubungan antara maskapai dan konsumennya. Melalui proses ini, Garuda Indonesia berkomitmen untuk terus melakukan perbaikan berkelanjutan, menciptakan pengalaman penerbangan yang lebih baik, dan memastikan bahwa setiap pelanggan merasa dihargai dan dipenuhi kebutuhannya. Pengaduan dapat disampaikan melalui *Call Center*, Email, *Website*, Facebook, Twitter, *Suggestion Form*, *Customer Service*, dan *Customer feedback form* yang tersedia di bandara dan di Kantor Penjualan.

Garuda Indonesia juga secara aktif memantau saluran pengaduan konsumen yang disediakan oleh lembaga atau instansi pemerintah yang sesuai dengan fungsi dan perannya sebagai bagian dari layanan publik. Sejalan dengan itu, Perseroan juga mengoptimalkan fasilitas *Global Contact Center* guna memudahkan penumpang di dalam negeri maupun luar negeri untuk memperoleh pelayanan yang lebih baik, termasuk layanan untuk media sosial hingga menangani keluhan dan menjawab pertanyaan penumpang. Layanan ini beroperasi selama 24 jam di nomor 0804 1807 807 atau 021 2351 9999. Melalui layanan ini, penumpang dapat dengan mudah dan cepat memperoleh layanan sesuai kebutuhan, mulai dari informasi terkait produk, layanan pembelian tiket hingga penanganan keluhan pelanggan.

Merujuk data dari berbagai kanal yang tersedia, per 31 Desember 2024, jumlah *customer feedback* yang masuk ke *Customer Care* dan *Contact Centre* Garuda Indonesia terdiri dari 0,92% *Compliment*, 0,16% *Suggestion*, 4,59% *complaint*, 20,29% *inquiry*, 72,85% *information*. Dari semua *customer feedback* telah ditangani sesuai dengan Tingkat Layanan (*Service Level Agreement* atau *SLA*) yang ditentukan oleh Perseroan dan pelanggan telah

## Compliance with Laws and Regulations [GRI 2-27]

In conducting its business activities, Garuda Indonesia always complies with applicable laws and regulations. As a result of this commitment, there were no cases of non-compliance throughout 2024. Compliant measures will continue to be strengthened through training and awareness programs for all employees.

## Customer and Community Complaints [OJK F.24, GRI 2-16, GRI 2-26]

To provide the best possible service, Garuda Indonesia continues to improve the quality of its products and services by offering various channels for customer feedback and complaints. These channels are intended to allow customers to share their input, complaints, or suggestions regarding their experiences while using Garuda Indonesia's flight services. By ensuring the accessibility of these channels, the Company can respond more promptly to emerging issues, rectify shortcomings, and uphold customer satisfaction. Furthermore, this complaint mechanism serves as a tool for Garuda Indonesia to better understand customer needs and expectations, strengthening the relationship between the airline and its passengers. Through this ongoing process, Garuda Indonesia remains committed to continuous improvement, delivering enhanced flight experiences, and ensuring that every customer feels valued and heard. Complaints can be submitted via the *Call Center*, Email, *Website*, Facebook, Twitter, *Suggestion Form*, *Customer Service*, and *Customer Feedback Forms* available at the airport and Sales Offices.

Garuda Indonesia actively monitors consumer complaint channels provided by relevant government institutions or agencies, aligning with their function and role as part of public services. In line with this, the Company optimizes the *Global Contact Center* facilities to facilitate better services for both domestic and international passengers, including social media services, handling complaints, and responding to passenger inquiries. This service operates 24 hours a day and can be reached at 0804 1807 807 or 021 2351 9999. Passengers can easily access information about products, purchase tickets, or lodge complaints through this channel.

Referring to data from various available channels, as of December 31, 2024, the amount of customer feedback that entered Garuda Indonesia's *Customer Care* and *Contact Center* consisted of 0.92% *Compliment*, 0.16% *Suggestion*, 4.59% *complaint*, 20.29% *inquiry*, 72.85% *information*. All customer feedback has been handled in accordance with the *Service Level Agreement* (*SLA*) determined by the Company and customers have received accurate and

memperoleh tanggapan yang akurat dan cepat sesuai dengan yang diharapkan. Terkhusus berkaitan dengan *complaint*, topik atau bahasan yang disampaikan konsumen antara lain terkait *reservation & ticketing*, produk layanan GAMiles, layanan *check-in*, *baggage handling* dan *delay management*.

prompt responses as expected. Specifically related to complaints, topics or discussions submitted by consumers include reservation & ticketing, GAMiles service products, check-in services, baggage handling and delay management.

**Tabel Pengaduan Masyarakat Tahun 2024**  
Table of Community Complaints in 2024

Jenis Pengaduan Type of Complaint	Jumlah Keluhan yang Diterima Number of Complaints Received	Status
<i>Reservation and Ticketing</i>	6.941	Closed
GarudaMiles	3.320	Closed
<i>Check-in</i>	2.170	Closed
<i>Baggage Handling</i>	1.956	Closed
<i>Delay Management</i>	1.432	Closed
<b>Total</b>	<b>15.819</b>	

Selain itu, Perseroan memiliki pencatatan melalui *customer voice management system* (omni-x) yang digunakan untuk mencatat, menindaklanjuti, dan *monitoring* setiap keluhan yang masuk ke Garuda dari semua kanal pelaporan yang disediakan. Melalui sistem ini, pada tahun 2024, Garuda Indonesia menerima 1.754.293 (*complain, suggestion, compliment, information, and enquiry*) pertanyaan dan keluhan konsumen atas penggunaan produk dan jasa. Rasio *voice* terhadap total penumpang sebesar 15,39% dan nilai *completion rate* penanganan *voice* yang masuk sebesar 99,56%.

Additionally, the Company has implemented a customer voice management system (Omni-X) used to record, follow up, and monitor every piece of feedback received through all available channels. Through this system, in 2024, Garuda Indonesia recorded 1,754,293 customer interactions—including complaints, suggestions, compliments, and inquiries—related to its products and services. The voice-to-passenger ratio reached 15.39%, with a resolution rate of 99.56% for these interactions.

Perseroan juga memiliki mekanisme penanganan pengaduan yang diterbitkan dalam berdasarkan Surat Keputusan Direktur Utama PT Garuda Indonesia (Persero) Tbk Nomor: JKTDZ/SKEP/50004/2024 tanggal 26 Januari 2024 tentang Sistem Penanganan Pengaduan Dugaan Pelanggaran (*Whistleblowing System*) di Lingkungan PT Garuda Indonesia (Persero) Tbk. Perseroan memiliki sistem pelaporan WBS yang bernama *Speak Up Bravely for Better Garuda Indonesia* (yang dikenal dengan SKY Garuda). Para pemangku kepentingan dapat melaporkan adanya dugaan kecurangan, pelanggaran hukum dan etika, serta *misconduct* lainnya yang diketahui terjadi dan dilakukan oleh Insan Garuda Indonesia di lingkungan Perusahaan. Mulai tahun 2024, Garuda Indonesia bekerja sama dengan pihak independen untuk mengelola SKY Garuda. Pihak independen sebagai WBS officer melakukan pengelolaan laporan WBS yang masuk ke sistem WBS, termasuk untuk menerima dan menanggapi setiap laporan yang masuk ke sistem WBS, untuk kemudian ditelaah dan dilakukan analisis untuk menilai suatu laporan memuat dugaan pelanggaran. Selanjutnya, WBS officer menyampaikan laporan tersebut kepada unit yang membidangi fungsi Corporate Legal & Compliance untuk ditindaklanjuti. Atas pelaporan pelanggaran WBS yang diterima kemudian disampaikan kepada Direksi. Di samping itu, Dewan Komisaris menjalankan perannya dengan melakukan pengawasan dan memastikan tindak lanjut atas temuan Whistleblowing System (WBS).

The Company also has a formal complaint handling mechanism regulated under the Decree of the President Director of PT Garuda Indonesia (Persero) Tbk Number: JKTDZ/SKEP/50004/2024 dated January 26, 2024, concerning the Alleged Violation Complaint Handling System (Whistleblowing System) within PT Garuda Indonesia (Persero) Tbk. This system, known as *Speak Up Bravely for Better Garuda Indonesia* or SKY Garuda, enables stakeholders to report any suspected fraud, legal or ethical violations, and other forms of misconduct committed by Garuda Indonesia personnel. Starting in 2024, Garuda Indonesia has collaborated with an independent party to manage SKY Garuda. The independent party as WBS officer manages WBS reports that enter the WBS system, including receiving and responding to each report that enters the WBS system, to then be reviewed and analyzed to assess whether a report contains alleged violations. Furthermore, the WBS officer submits the report to the unit in charge of the Corporate Legal & Compliance function for follow-up. The WBS violation reports received are then submitted to the Board of Directors. In addition, the Board of Commissioners carries out its role by supervising and ensuring follow-up to the findings of the Whistleblowing System (WBS).

Selama tahun 2024 terdapat 23 (dua puluh tiga) pengaduan atas WBS. Adapun dari 23 (dua puluh tiga) pengaduan tersebut, terdapat 15 (lima belas) laporan yang terkait dengan WBS dan 8 (delapan) laporan yang tidak terkait dengan WBS. Dari 15 (lima belas) laporan terkait WBS tersebut, sejumlah 12 (dua belas) laporan ditindaklanjuti dan sudah ditutup (*closed*). Sedangkan 3 (tiga) laporan terkait WBS masih berstatus dalam proses investigasi (*open*).

## Privasi Pelanggan [GRI 418-1]

Garuda Indonesia menunjukkan komitmennya dalam menjaga kerahasiaan dan perlindungan data pelanggan melalui penerbitan Surat Keputusan Pedoman Perlindungan Data Pribadi di Lingkup PT Garuda Indonesia (Persero) Tbk tahun 2020 dan Prosedur Penghapusan Data Pribadi yang diterbitkan pada tahun 2024. Sebagai implementasi dari kebijakan tersebut, berbagai inisiatif telah dijalankan, antara lain: sosialisasi kepada seluruh unit kerja, pelaksanaan *Privacy Impact Assessment*, pemetaan aktivitas pemrosesan data (*Records of Processing Activities/RoPA*), serta pelaksanaan *Data Protection Impact Assessment (DPIA)* di beberapa unit kerja. Selain itu, Garuda Indonesia juga telah menambahkan klausul perlindungan data pribadi pada sejumlah kontrak kerja sama dengan mitra. Perseroan telah memiliki unit kerja yang menjalankan fungsi sebagai Pejabat Pelindung Data Pribadi (PDP) sesuai regulasi, serta berperan sebagai *Data Protection Officer (DPO)*. Salah satu tugas utama tim ini adalah menyampaikan notifikasi kepada regulator atau pihak terkait jika terjadi insiden keamanan informasi. Sebagai langkah antisipasi, Garuda Indonesia telah membentuk tim Computer Security Incident Response Team yang berperan sebagai perwakilan perusahaan dengan Badan Siber dan Sandi Negara dalam penanganan insiden keamanan informasi, termasuk dalam hal pelaporan apabila terjadi insiden. Sepanjang tahun 2024, tidak terdapat insiden keamanan informasi yang dilaporkan.

Dalam upaya pencegahan terjadinya hilang data dan kebocoran data pelanggan, Perseroan senantiasa meningkatkan infrastruktur tata Kelola IT terkait dengan keamanan siber. Pengelolaan tata kelola teknologi informasi perusahaan diatur pada Manual Tata Kelola Teknologi Informasi (MTI) yang dilakukan proses *review* untuk pemutakhiran kebijakan dalam setiap tahunnya. Pengelolaan keamanan siber diatur pada Manual Keamanan Informasi (MKI) yang dilakukan proses *review* setiap dua tahun. Penerapan kebijakan teknologi informasi, Perseroan telah dilakukan serangkaian *assessment* untuk menilai IT *Maturity* pengelolaan Teknologi Informasi di Garuda Indonesia. Selain itu, Perseroan juga melakukan *Cyber Security Maturity (CSM)* pada tahun 2024 dijalankan oleh Direktorat Keamanan Penerbangan Kementerian Perhubungan bersama Badan Siber dan Sandi Negara (BSSN) dengan perolehan tingkat kematangan Level 4.09 (Implementasi Terkelola) yang memiliki rentang Indeks Kematangan mulai dari 3.5 hingga kurang dari 4.5.

In 2024, a total of 23 (twenty-three) complaints were received through the Whistleblowing System (WBS). Of these, 15 (fifteen) reports were identified as WBS-related, while 8 (eight) reports were determined to be unrelated. Among the 15 (fifteen) WBS-related reports, 12 (twelve) have been addressed and closed, whereas the remaining 3 (three) are still under investigation.

## Customer Privacy [GRI 418-1]

Garuda Indonesia demonstrates its commitment to maintaining the confidentiality and protection of customer data through the issuance of the Decree on Personal Data Protection Guidelines within PT Garuda Indonesia (Persero) Tbk in 2020 and the Personal Data Deletion Procedure issued in 2024. As an implementation of the policy, various initiatives have been done, including: dissemination to all work units, implementation of Privacy Impact Assessment, mapping of data processing activities (*Records of Processing Activities/RoPA*), and implementation of Data Protection Impact Assessment (DPIA) in several work units. Garuda Indonesia has also added personal data protection clauses to a number of cooperation contracts with partners. The Company already has a working unit that functions as a Personal Data Protection Officer (PDP) in accordance with regulations, as well as a Data Protection Officer (DPO). One of the main tasks of this team is to notify regulators or related parties in the event of an information security incident. As a precautionary measure, Garuda Indonesia has established a Computer Security Incident Response Team that acts as the company's representative with the National Cyber and Crypto Agency in handling information security incidents, including in terms of reporting if an incident occurs. Throughout 2024, no information security incidents were reported.

To prevent data loss and leakage of customer data, the Company continues to improve IT governance infrastructure related to cybersecurity. The management of the Company's information technology governance is regulated in the Information Technology Governance Manual (MTI), which is reviewed for policy updates every year. Cybersecurity management is regulated in the Information Security Manual (IMS) which is reviewed every two years. The implementation of information technology policies, the Company has conducted a series of assessments to assess the IT Maturity of Information Technology management in Garuda Indonesia. The Company also conducted Cyber Security Maturity (CSM) in 2024 conducted by the Directorate of Aviation Security of the Ministry of Transportation together with the State Siber and Sandi Agency (BSSN) with the acquisition of a maturity level of Level 4.09 (Managed Implementation) which has a Maturity Index range from 3.5 to less than 4.5.

Atas upaya Garuda Indonesia dalam menjaga kerahasiaan data pelanggan memberikan dampak positif yaitu Garuda Indonesia tidak pernah mendapatkan laporan mengenai kebocoran kerahasiaan data konsumen selama tahun 2024.

## Tanggung Jawab Pengembangan Produk dan/atau Jasa Keberlanjutan

### Inovasi dan Pengembangan Produk/Jasa Keuangan Berkelanjutan [OJK F.26]

Garuda Indonesia senantiasa melakukan inovasi dan pengembangan produk/jasa untuk memenuhi kebutuhan dan harapan konsumen/pelanggan. Inovasi dan pengembangan juga dilakukan pada bidang pemasaran dan sebagainya. Sebagai bagian dari komitmen terhadap keberlanjutan, Garuda Indonesia terus berinovasi dalam strategi pemasaran untuk menciptakan pengalaman pelanggan yang lebih ramah lingkungan, efisien, dan berbasis digital. Salah satu langkah utama adalah digitalisasi komunikasi pemasaran, yang bertujuan untuk mengurangi penggunaan media cetak dan mengoptimalkan platform digital seperti media sosial, *email marketing*, dan *digital advertising* untuk menekan jejak karbon.

Adapun inovasi dan pengembangan yang dilakukan oleh Garuda Indonesia pada tahun 2024 adalah sebagai berikut.

Garuda Indonesia's efforts to maintain the confidentiality of customer data have had a positive impact, namely Garuda Indonesia has never received a report on the leakage of consumer data confidentiality during 2024.

## Sustainable Product and Services Development Responsibility

### Innovations and Development of Sustainable Finance Products/Services [OJK F.26]

Garuda Indonesia continuously innovates and develops its products/services to meet customer needs and expectations. Innovation and development are also carried out in marketing and other areas. As part of its commitment to sustainability, Garuda Indonesia continuously innovates its marketing strategies to create a more environmentally friendly, efficient, and digitally driven customer experience. One key initiative is the digitalization of marketing communications, aimed at reducing print media usage and optimizing digital platforms such as social media, email marketing, and digital advertising to minimize the carbon footprint.

The innovations and developments by Garuda Indonesia in 2024 are as follows.

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### Pengembangan WhatsApp Communication Center Development of WhatsApp Communication Center

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Garuda Indonesia telah menghadirkan WhatsApp Communication Center, yang memungkinkan pelanggan dapat mengakses layanan secara lebih efisien tanpa perlu mencetak tiket atau dokumen perjalanan. Upaya ini sejalan dengan *paperless marketing*, yang mengurangi limbah dan mendukung transformasi layanan berbasis digital. Dalam kampanye pemasaran, narasi keberlanjutan menjadi bagian dari komunikasi *brand*, dengan menonjolkan berbagai inisiatif seperti penggunaan bioavtur, *in-flight eco-friendly packaging*, dan efisiensi operasional pesawat. Melalui berbagai inovasi ini, Garuda Indonesia tidak hanya memperkuat posisinya sebagai maskapai yang peduli lingkungan, tetapi juga memastikan bahwa keberlanjutan menjadi bagian integral dari pengalaman pelanggan dan strategi pemasaran perusahaan.

Garuda Indonesia has introduced the WhatsApp Communication Center, enabling customers to access services more efficiently without the need to print tickets or travel documents. This effort aligns with *paperless marketing*, which reduces waste and supports the transformation toward digitally driven services. In marketing campaigns, the sustainability narrative is integrated into brand communication, highlighting various initiatives such as the use of bioavtur, *in-flight environmentally friendly packaging*, and aircraft operational efficiency. Through these innovations, Garuda Indonesia strengthens its position as an airline that cares about the environment while ensuring that sustainability becomes an integral part of its customer experience and marketing strategy.

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## Penggunaan Bioavtur Sustainable Aviation Fuels (SAF)

Usage of Bioavtur Sustainable Aviation Fuels (SAF)

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Garuda Indonesia secara aktif mengomunikasikan berbagai inovasi ramah lingkungan kepada pelanggan melalui strategi pemasaran yang berbasis edukasi dan *engagement*. Salah satu inisiatif utama yang dikedepankan adalah penggunaan bioavtur *Sustainable Aviation Fuels (SAF)*. SAF merupakan jenis bahan bakar pesawat yang diproduksi dari sumber daya terbarukan dan ramah lingkungan, dengan tujuan untuk mengurangi jejak karbon industri penerbangan. SAF dirancang untuk menggantikan bahan bakar fosil tradisional yang digunakan dalam penerbangan komersial di tahun 2023 dengan memanfaatkan bahan baku seperti minyak nabati, limbah biomassa, atau bahkan karbon dioksida yang diambil dari atmosfer. Penggunaan SAF dapat mengurangi emisi gas rumah kaca secara signifikan, serta membantu sektor penerbangan dalam upaya menuju dekarbonisasi dan keberlanjutan. Garuda Indonesia menjadi maskapai pertama di Indonesia yang melakukan uji coba bahan bakar ramah lingkungan ini. Komitmen ini dikomunikasikan melalui berbagai kanal pemasaran, termasuk kampanye digital, media sosial, serta publikasi di dalam pesawat, guna meningkatkan kesadaran pelanggan mengenai kontribusi Garuda Indonesia terhadap pengurangan emisi karbon.

In addition, Garuda Indonesia actively communicates various environmentally friendly innovations to customers through marketing strategies based on education and engagement. One of the key initiatives promoted is the use of bioavtur or Sustainable Aviation Fuel (SAF). SAF is a type of aircraft fuel produced from renewable and environmentally friendly resources, aimed at reducing the carbon footprint of the aviation industry. SAF is designed to replace traditional fossil fuels used in commercial on 2023 aviation by utilizing raw materials such as vegetable oils, biomass waste, or even carbon dioxide captured from the atmosphere. Its use can significantly reduce greenhouse gas emissions and support the aviation sector in its efforts toward decarbonization and sustainability. Garuda Indonesia is the first airline in Indonesia to conduct a trial of this environmentally friendly fuel. This commitment was communicated through various marketing channels, including digital campaigns, social media, and in-flight publications, to raise customer awareness of Garuda Indonesia's contribution to reducing carbon emissions.

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## Inovasi Kartu Garuda Miles

### Garuda Miles Card Innovation

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Kartu Garuda Miles untuk anggota *loyalty* program Garuda Indonesia kini dibuat dengan menggunakan material *scrap* pesawat. Inovasi ini adalah bagian dari upaya Perseroan untuk mendukung keberlanjutan lingkungan, mengurangi limbah, serta memberikan nilai tambah bagi para pelanggan setia. Material *scrap* pesawat yang digunakan dalam pembuatan kartu ini berasal dari bagian pesawat yang sudah tidak digunakan lagi, seperti bagian logam atau komponen lainnya yang masih memiliki nilai material yang dapat didaur ulang. Dengan memanfaatkan bahan bekas pesawat, Garuda Indonesia turut berperan dalam mendukung konsep ekonomi sirkular, di mana barang yang sudah tidak terpakai lagi dapat digunakan kembali untuk menghasilkan produk baru yang bernilai. Selain itu, penggunaan *scrap* pesawat ini juga mencerminkan komitmen Garuda Indonesia terhadap keberlanjutan dan inovasi, serta memberikan simbol eksklusif bagi anggota Garuda Miles. Kartu yang dihasilkan tidak hanya fungsional tetapi juga memiliki nilai sejarah, karena setiap kartu yang dibuat memiliki koneksi dengan perjalanan maskapai, menciptakan pengalaman yang lebih personal bagi pelanggan.

Garuda Indonesia telah mempromosikan melalui berbagai touchpoint pemasaran, termasuk *website* resmi, kampanye media sosial, dan materi *in-flight*, pelanggan diajak untuk lebih memahami langkah-langkah dalam membantu mengurangi limbah dan mendukung ekosistem yang lebih hijau. Melalui pendekatan komunikasi yang strategis, Garuda Indonesia memastikan bahwa pelanggan tidak hanya mendapatkan akses ke layanan ramah lingkungan, tetapi juga memahami nilai keberlanjutan yang menjadi inti dari inovasi perusahaan. Dengan terus memperkuat komunikasi keberlanjutan, unit marketing berperan dalam membangun kesadaran, meningkatkan loyalitas pelanggan, serta memperkuat posisi Garuda Indonesia sebagai maskapai yang peduli terhadap masa depan industri penerbangan yang lebih hijau.

Selain itu, Garuda Indonesia telah memperoleh sertifikasi ISO 27001 (Manajemen Keamanan Informasi) sebagai bagian dari upaya untuk meningkatkan pengelolaan sistem keamanan informasi yang lebih baik. Selain itu, Perseroan juga telah menerapkan Kebijakan Perlindungan Data Pribadi (PDP) sebagai inovasi dalam tata kelola, guna memastikan bahwa data pribadi pelanggan dan pihak terkait dikelola dengan aman dan sesuai dengan peraturan yang berlaku.

Garuda Miles cards for members of Garuda Indonesia's *loyalty* program are now made using *scrap* aircraft material. This innovation is part of the company's efforts to support environmental sustainability, reduce waste, and provide added value to loyal customers. The *scrap* aircraft material used in the manufacture of these cards comes from parts of aircraft that are no longer in use, such as metal parts or other components that still have recyclable material value. By utilizing aircraft *scrap*, Garuda Indonesia is contributing to the circular economy concept, where unused items can be reused to produce new products of value. Moreover, the use of aircraft *scrap* also reflects Garuda Indonesia's commitment to sustainability and innovation, while providing an exclusive symbol for Garuda Miles members. The cards are not only functional but also have historical value, as each card is connected to the airline's journey, creating a more personalized experience for customers.

Garuda Indonesia has promoted this initiative through various marketing touchpoints, including its official *website*, social media campaigns, and *in-flight* materials, encouraging customers to better understand the steps involved in reducing waste and supporting a greener ecosystem. Through a strategic communication approach, Garuda Indonesia ensures that customers not only gain access to environmentally friendly services but also understand the value of sustainability at the core of the company's innovation. By continuing to strengthen sustainability communication, the marketing unit plays a role in building awareness, enhancing customer loyalty, and reinforcing Garuda Indonesia's position as an airline committed to a greener future for the aviation industry.

Additionally, Garuda Indonesia has obtained ISO 27001 certification (Information Security Management) as part of its efforts to improve information security management systems. Furthermore, the Company has implemented a Personal Data Protection Policy (PDP) as an innovation in governance to ensure that customer and related parties' personal data is managed securely and in accordance with applicable regulations.

## Produk/Jasa yang Sudah Dievaluasi Keamanannya Bagi Pelanggan [OJK

F.27, GRI 416-1, 416-2, TR-AL-540a.1, TR-AF-540a.1]

Garuda Indonesia menempatkan keselamatan dan kesehatan konsumen/penumpang sebagai prioritas. Untuk itu, Perseroan telah memiliki langkah mitigasi khusus melalui penerapan Sistem Manajemen Keselamatan (SMS – *Safety Management System*) sesuai praktik terbaik industri penerbangan. Selain itu, Perseroan juga memiliki kebijakan keselamatan (*Safety Policy*) untuk mendorong seluruh pegawai untuk aktif melaporkan potensi bahaya dan kejadian terkait aspek keselamatan dengan tetap menjunjung asas kepatutan. Sistem, program dan kebijakan Garuda Indonesia untuk mewujudkan kesehatan dan keselamatan penumpang adalah sebagai berikut:

## Products/Services Evaluated For Customer Safety [OJK F.27, GRI 416-1, 416-2, TR-AL-540a.1, TR-AF-540a.1]

Garuda Indonesia prioritizes the safety and health of its customers/passengers. For this reason, the Company takes special mitigation measures through the implementation of a Safety Management System (SMS) that is in line with best practices in the aviation industry. Moreover, the Company also has a Safety Policy to encourage all of its employees to actively report any potential hazard and incident related to the safety aspects, while upholding the principle of propriety. Garuda Indonesia's system, programs, and policy to achieve the health and safety of passengers are as follows:

### Safety Management System (SMS)

*Safety Management System* (SMS) atau Sistem Manajemen Keselamatan merupakan langkah pendekatan sistematis dan komprehensif untuk mengelola aspek keselamatan. SMS merupakan bagian dari sistem manajemen organisasi secara keseluruhan yang dibutuhkan untuk mengkaji, mengembangkan, menerapkan, mencapai, dan memelihara keselamatan dan kesehatan kerja seluruh pegawai dan seluruh personel di luar organisasi yang terlibat dalam aktivitas usaha Perseroan. Melalui SMS, Garuda Indonesia berupaya untuk mengendalikan risiko yang berkaitan dengan aktivitas kerja guna terciptanya lingkungan kerja yang aman dan mendukung pencapaian kerja yang efisien dan produktif. Melalui sistem manajemen keselamatan, seluruh produk dan jasa yang ditawarkan Perseroan telah dievaluasi kemamanannya.

Perseroan menerapkan 2 (dua) sistem manajemen keselamatan berdasarkan regulasi dan standar yang berlaku baik di negara dan internasional, yaitu:

1. *Safety Management System* (SMS)
2. Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)

Keduanya memiliki peran yang saling melengkapi. Berikut penjabaran masing-masing:

*Safety Management System* (SMS) adalah pendekatan sistematis untuk mengelola keselamatan penerbangan, termasuk struktur organisasi, tanggung jawab, kebijakan, dan prosedur. SMS difokuskan pada keselamatan operasional penerbangan. Direkomendasikan oleh ICAO (Annex 19, *Safety Management*) dan Diterapkan melalui peraturan otoritas penerbangan sipil nasional (Direktorat Jenderal Perhubungan Udara). Terdapat 4 (empat) Pilar Utama SMS: *Safety Policy* (Kebijakan Keselamatan), *Safety Risk Management* (Manajemen Risiko Keselamatan), *Safety Assurance* (Penjaminan Keselamatan), *Safety Promotion* (Promosi Keselamatan).

*Safety Management System* (SMS) is a systematic and comprehensive approach to managing safety aspects. SMS is part of the overall organizational management system, which is required to review, develop, implement, achieve, and maintain the Occupational Health and Safety of all employees and all personnel outside the organization who are involved in the Company's business activities. Through this system, Garuda Indonesia seeks to control risks related to work activities in order to create a safe work environment and support the achievement of efficient and productive work. Through SMS, all products and services offered by the Company have been evaluated for safety.

The Company implements two safety management systems based on applicable national and international regulations and standards, namely:

1. *Safety Management System* (SMS)
2. Occupational Health and Safety Management System (OHSMS)

Both systems complement each other. The following is a description of each system:

The *Safety Management System* (SMS) is a systematic approach to managing aviation safety, including organizational structure, responsibilities, policies, and procedures. SMS focuses on operational aviation safety. It is recommended by the ICAO (Annex 19, *Safety Management*) and implemented through regulations issued by the national civil aviation authority (Directorate General of Civil Aviation). There are four main pillars of SMS: *Safety Policy*, *Safety Risk Management*, *Safety Assurance*, and *Safety Promotion*.

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Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) adalah sistem terstruktur yang menjamin keselamatan dan kesehatan kerja di lingkungan kerja secara menyeluruh, tidak terbatas pada operasional penerbangan saja, tapi juga mencakup area kerja lainnya seperti hanggar, kantor, gudang, dll. Di Indonesia: PP No. 50 Tahun 2012 tentang SMK3, Berdasarkan standar internasional seperti ISO 45001:2018. Diawasi oleh Kementerian Ketenagakerjaan.

Elemen Utama SMK3 meliputi Kebijakan K3, Perencanaan, Implementasi dan Operasi, Evaluasi dan Tindakan Perbaikan, Tinjauan Manajemen. Perusahaan penerbangan yang baik akan senantiasa mengintegrasikan SMS dan SMK3 agar tidak hanya aman dalam penerbangan, tetapi juga menjamin kesejahteraan seluruh pegawainya. Misalnya, seorang teknisi pesawat tidak hanya dilindungi dari kesalahan operasional (SMS) tapi juga dari bahaya kerja seperti bahan kimia berbahaya (SMK3).

Perseroan berkomitmen dalam penerapan *safety* dan *quality* yang diimplementasikan dalam *safety policies* dan *quality policies*. Selain menerapkan *safety policies*, setiap tahun, Perseroan juga melakukan proses *quality assurance* terhadap internal dan eksternal. Pelaksanaan proses *quality assurance* mengacu pada peraturan nasional seperti CASR 119, CASR 121, CASR 91, serta peraturan internasional yang meliputi regulasi global, regulasi regional, dan International Civil Aviation Authority (ICAO) Regulations. Selain itu, standar IATA (International Air Transport Association) yang diakui secara internasional juga dijadikan acuan untuk memastikan bahwa seluruh proses *quality assurance* berjalan sesuai dengan *best practices* di industri penerbangan.

The Occupational Health and Safety Management System (OHSMS) is a structured system that ensures occupational health and safety in the entire workplace. It is not limited to aviation operations but also covers other work areas such as hangars, offices, warehouses and other. In Indonesia: Government Regulation No. 50 of 2012 concerning OHSMS, based on international standards such as ISO 45001:2018. It is supervised by the Ministry of Manpower.

The main elements of OSHMS include OSH Policy, Planning, Implementation and Operation, Evaluation and Improvement Actions, and Management Review. A good aviation company will always integrate SMS and OHSMS to ensure not only flight safety but also the well-being of all its employees. For example, an aircraft technician is not only protected from operational errors (SMS) but also from workplace hazards such as hazardous chemicals (OHSMS).

The Company remains committed to upholding safety and quality standards, as outlined in its safety and quality policies. These commitments are reinforced through annual internal and external quality assurance processes. The implementation of these processes refers to national regulations such as CASR 119, CASR 121, and CASR 91, as well as international regulations, including those set by the International Civil Aviation Organization (ICAO) and regional/global standards. Furthermore, Garuda Indonesia adopts IATA (International Air Transport Association) standards to ensure compliance with best practices in the aviation industry.

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## Safety Policy

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SMS dibangun berlandaskan kebijakan keselamatan (*Safety Policy*) yang ditetapkan oleh pimpinan tertinggi Garuda Indonesia (CEO). Dalam hal ini, CEO Garuda Indonesia melalui *Corporate Safety Policy* menyatakan komitmen tertinggi Perseroan terhadap keselamatan sebagai *core element business* yang mengharapkan seluruh pegawai, mitra kerja, kontraktor, dan seluruh pihak ikut berpartisipasi dalam pencapaian SMS yang efektif. Komitmen tersebut memperlihatkan dukungan penuh CEO yang sekaligus sebagai *Accountable Executive*, untuk menyediakan segala sumber daya yang dibutuhkan guna mencapai target keselamatan yang diinginkan, mendorong seluruh pegawai untuk melaporkan potensi bahaya dan isu-isu keselamatan, pembentukan standar jelas untuk tingkah laku yang dapat diterima maupun tindakan terhadap pelanggaran. Komitmen untuk menetapkan target spesifik, pengukuran terhadap indikator-indikator kinerja keselamatan, serta melakukan tinjauan secara eksplisit disampaikan kepada pegawai Garuda Indonesia di seluruh lini organisasi, ditinjau dan diperbaharui sedikitnya setiap dua tahun sekali.

SMS was built based on the Safety Policy set by Garuda Indonesia's highest leadership (CEO). In this matter, the CEO of Garuda Indonesia, through the Corporate Safety Policy, stated the organization's highest management commitment to safety as a core business element that expects all employees, work partners, contractors, and all parties to participate in achieving an effective SMS. This commitment shows the full support of the CEO, who is also an Accountable Executive, to provide all the resources needed to achieve the desired safety targets, encourage all employees to report potential hazards and safety issues, and establish clear standards for acceptable behavior and actions for violations. The commitment to setting specific targets, measuring safety performance indicators, and conducting reviews is explicitly communicated to Garuda Indonesia employees across all lines of the organization, as well as reviewed and updated at least once every two years.

Sebagai bentuk konsistensi terhadap pemenuhan hak konsumen, Garuda Indonesia memastikan implementasi SMS secara efektif di seluruh lini organisasi, secara khusus di aktivitas operasional penerbangan, dengan mengacu pada rencana pelaksanaan SMS yang telah disusun, yang meliputi:

1. Melakukan pengelolaan risiko proaktif dari potensi bahaya yang ditemukan melalui setiap laporan potensi bahaya atau *hazard report* yang diterima, dan melakukan analisis terhadap rekam-data-pesawat yang diunduh dari *black box* dalam program *Flight Data Monitoring* (FDM)
2. Melakukan pengelolaan risiko prediktif dari potensi bahaya yang teridentifikasi dalam kokpit pesawat melalui program *Line Operations Assessment System* (LOAS). Untuk mengelola risiko ini, seorang *observer* dengan kualifikasi tertentu dijadwalkan duduk di dalam kokpit pesawat di penerbangan tertentu, mengamati perilaku kedua awak kokpit pesawat terkait *human factors*, menuliskan hasil pengamatan dalam *checklist item* yang tersedia, dan melaporkan hasil pengamatan untuk dianalisis, serta identifikasi potensi bahaya dan pengelolaan risiko untuk proses/alat kerja/ sistem baru atau manajemen perubahan yang akan diimplementasikan di Garuda Indonesia dalam kaitannya dengan aspek keselamatan.
3. Melakukan pengelolaan risiko reaktif dari potensi bahaya yang teridentifikasi dari kejadian *incident* (kecelakaan) maupun *serious incident* (kecelakaan serius) melalui investigasi, pelaporan, hingga memberikan rekomendasi untuk menemukan akar masalah/ penyebab untuk menghindari kejadian serupa terulang kembali di kemudian hari.
4. Melaksanakan SMS *records and documentation* dengan mengembangkan dan memelihara sistem pelaporan terintegrasi basis data keselamatan Garuda Indonesia atau *Integrated Electronic Safety Database* (IESD) untuk menyimpan setiap identifikasi potensi bahaya dan pengelolaan risiko, menganalisa, memonitor tren, dan menghasilkan pelaporan kinerja keselamatan secara periodik.
5. Melakukan pengawasan pelaksanaan keselamatan dalam rangka memelihara jaminan keselamatan dan juga sebagai upaya pengelolaan risiko proaktif melalui pelaksanaan dan pengelolaan audit keselamatan di departemen atau unit kerja operasional yang terkait langsung dan seluruh kantor cabang operasional Garuda Indonesia dalam maupun luar negeri.
6. Meningkatkan dan memelihara kesadaran keselamatan (*safety awareness*) seluruh pegawai Garuda Indonesia maupun pihak luar yang terlibat dalam aktivitas operasional melalui program komunikasi, pelatihan, dan edukasi keselamatan.

As a form of consistency towards the fulfillment of consumer rights, Garuda Indonesia ensures the effective implementation of SMS in all lines of the organization, specifically in flight operational activities, by referring to the prepared SMS implementation plans, which include:

1. Carrying out proactive risk management of potential hazards identified through each potential hazard report received and analyzing the aircraft data records downloaded from the black box in the Flight Data Monitoring (FDM) program.
2. Performing predictive risk management of identified potential hazards in the aircraft cockpit through the Line Operations Assessment System (LOAS) program. To manage this risk, an observer with certain qualifications is scheduled to sit in the cockpit of the aircraft on certain flights, observe the behavior of the two cockpit crew members with regard to human factors, write down the results of the observations in the available checklist items, and report the results of the observations for analysis, as well as the identification of potential hazards and risk management for new processes/work tools/systems or change management that will be implemented within Garuda Indonesia in relation to safety aspects.
3. Managing the reactive risks of identified potential hazards from incidents and serious incidents through investigations, reporting, and providing recommendations to identify the root cause of the problem to prevent similar incidents from recurring in the future.
4. Implementing SMS records and documentation by developing and maintaining an integrated reporting system on the Garuda Indonesia Integrated Electronic Safety Database (IESD) to store every potential hazard identification and risk management, analyze, monitor trends, and produce periodic safety performance reports.
5. Supervising the implementation of safety to maintain safety assurance and also as an effort to proactively manage risks through implementing and managing safety audits in operational departments or work units that are directly related and all Garuda Indonesia operational branch offices, domestically and internationally.
6. Increasing and maintaining safety awareness of all Garuda Indonesia employees and external parties involved in operational activities through communication, training, and safety education programs.

7. Mengelola *Corporate Safety Committee (CSC) Review* dan *Joint Safety Board (JSB) Review* sebagai bentuk *management review* terhadap pelaksanaan SMS yang dilakukan secara periodik. CSC dan JSB merupakan alat kontrol manajemen tertinggi yang memfasilitasi evaluasi terhadap pelaksanaan SMS Garuda Indonesia secara berkala, seperti menetapkan target tingkat keselamatan setiap tahun, melakukan *review* atas efisiensi dan efektivitas, isu-isu terbaru, kemungkinan pencapaian target, kebutuhan tambahan sumber daya, dsb. CSC terdiri atas CEO sebagai pimpinan umum (*chairman*), *Vice President (VP)* CQSEM sebagai sekretaris, dan seluruh Direktur Perusahaan sebagai anggota. Sedangkan JSB terdiri atas VP CQSM sebagai pimpinan umum (*chairman*), *Senior Manager (SM) Safety Information Management* sebagai sekretaris, dan beberapa pejabat setingkat VP yang terkait langsung dengan aspek keselamatan dan keamanan penerbangan.
8. Melakukan pengelolaan risiko reaktif dari kejadian kecelakaan fatal (*accident*) dan/ atau kejadian darurat melalui perencanaan penanganan tanggap darurat atau *Emergency Response Planning (ERP)* berupa *ERP drill/exercise* secara berkala untuk memastikan kesiapan seluruh personel dan unit kerja terkait jika *accident* dan/atau kejadian darurat terjadi. Perencanaan pengelolaan situasi darurat ini dimaksudkan untuk meminimalkan risiko yang mungkin timbul saat *accident* yang tidak diharapkan terjadi, sementara Garuda Indonesia tetap harus melanjutkan bisnis dan aktivitas operasional secara aman di saat yang bersamaan.

7. Managing the *Corporate Safety Committee (CSC) Review* and *Joint Safety Board (JSB) Review* as a form of *management review* of SMS implementation that is periodically conducted. CSC and JSB are the highest management control tools that facilitate periodic evaluation of the implementation of Garuda Indonesia's SMS, such as setting annual safety level targets and reviewing efficiency and effectiveness, latest issues, possibility of target achievement, need for additional resources, etc. CSC consists of the CEO as the chairperson, the Vice President (VP) of CQSEM as the secretary, and all the Company Directors as members. Meanwhile, JSB consists of the CQSEM VP as the chairperson, the Senior Manager (SM) of Safety Information Management as the secretary, and several VP-level officials who are directly related to aviation safety and security.
8. Managing reactive risks from fatal accidents and/or emergency events through *Emergency Response Planning (ERP)* in the form of *ERP drill/exercise* conducted periodically to ensure the readiness of all personnel and related work units if accidents and/or emergency events occur. This emergency situation management plan is intended to minimize risks that may arise when unexpected accidents occur, while Garuda Indonesia must continue its business and operational activities safely at the same time.

## Quality Policies

PT Garuda Indonesia (Persero) Tbk. senantiasa menjaga komitmen kepada para pemegang saham, pelanggan, karyawan, dan lingkungan global, serta mengutamakan mutu sebagai inti dari bisnis Perseroan. Seluruh personel Garuda Indonesia, mitra bisnis, kontraktor, dan pemasok dituntut untuk turut serta memprioritaskan hal ini melalui partisipasi mereka dalam Sistem Manajemen Mutu Perusahaan yang efektif guna mencapai visi kami untuk memberikan kinerja mutu setinggi-tingginya.

Sebagai Accountable Executive dan President & Chief Executive Officer (CEO), saya akan senantiasa memastikan ketersediaan sumber daya yang dibutuhkan untuk mencapai tujuan mutu kami sesuai dengan hukum, peraturan, standar perusahaan, dan praktik terbaik industri yang berlaku. Namun, tanggung jawab atas hasil mutu berada di tangan kita semua.

Tindakan ini akan menghasilkan personel yang kompeten, mengoptimalkan lingkungan operasional dan kerja, serta memungkinkan karyawan untuk sepenuhnya mengembangkan kesadaran sistem mutu karyawan. Perseroan selanjutnya akan memastikan bahwa sistem mutu ditinjau secara berkala untuk memastikan peningkatan berkelanjutan, operasi yang aman dan terjamin, dan kelaikan udara pesawat Garuda Indonesia.

PT Garuda Indonesia (Persero) Tbk. is committed to its shareholders, customers, employees, and the global environment, and prioritizes quality as the core of our business. All Garuda Indonesia personnel, business partners, contractors, and suppliers are required to participate in this commitment through their involvement in an effective Company Quality Management System to achieve our vision of delivering the highest quality performance.

As the Accountable Executive and President & Chief Executive Officer (CEO), I will ensure the availability of the necessary resources to achieve our quality objectives in accordance with applicable laws, regulations, company standards, and industry best practices. However, the responsibility for quality results lies with all of us.

These actions will result in competent personnel, optimized operational and work environments, and enable our employees to fully develop their quality system awareness. We will further ensure that the quality system is reviewed regularly to ensure continuous improvement, safe and reliable operations, and the airworthiness of Garuda Indonesia aircraft.

Untuk memastikan peningkatan berkelanjutan dari sistem manajemen mutu, Perseroan akan menetapkan tujuan dan sasaran yang terukur, menetapkan indikator kinerja mutu tertentu, menganalisis setiap hasil operasional yang tidak diinginkan, dan mengukur keberhasilan Perseroan terhadap target tersebut. Ketika telah mencapai target tersebut, Perseroan akan meninjaunya untuk menetapkan target yang lebih menantang di masa mendatang.

To ensure continuous improvement of our quality management system, we will set measurable goals and objectives, establish specific quality performance indicators, analyze any undesirable operational results, and measure our success against those targets. When we have achieved those targets, we will review them to set more challenging targets in the future

### Kinerja Kesehatan dan Keselamatan Konsumen Consumer Health and Safety Performance

Untuk mengetahui kinerja kesehatan dan keselamatan pelanggan, Garuda Indonesia menghitung tingkat insiden (*incident rate*) sebagai salah satu indikator kinerja keselamatan penerbangan yang menunjukkan tingkat keselamatan yang dicapai oleh penerbangan komersial. Berdasarkan data yang dimiliki Perseroan, tingkat insiden per 1.000 keberangkatan pada tahun 2024 tercatat sebesar 0,127. Secara *performance* mengindikasikan penurunan sebesar 45% dibandingkan dengan tahun 2023 yang mencapai 0,233 per 1.000 keberangkatan. Secara umum, pada tahun 2024 *safety performance* Perseroan berada pada *acceptable level*. Data *Incident Rate* Garuda Indonesia selama tiga tahun terakhir adalah sebagai berikut:

To determine customer health and safety performance, Garuda Indonesia calculates the incident rate as one of the aviation safety performance indicators that indicates the level of safety achieved by commercial flights. Based on data owned by the Company, the incident rate per 1,000 departures in 2024 was recorded at 0.127. In terms of performance, it indicated a decrease of 45% compared to 2023, which reached 0.233 per 1,000 departures. In general, in 2024, the Company's safety performance was at an acceptable level. The Garuda Indonesia Incident Rate data for the last three years is as follows:

**Tabel Incident Rate Garuda Indonesia**  
Table of Garuda Indonesia's Incident Rate

Uraian Description	2024	2023	2022
Incident Rate (%)	0,127	0,23	0,28

Adapun *hazard report* pada tahun 2024 tercatat sebanyak 3.315 laporan, dengan *rate* 41,9 per 1.000 *departures* yang meliputi 3.305 *hazard reports* dan 10 *incident or mandatory occurrence report*. Tingkat *hazard report* yang terkumpul pada tahun 2024 mengalami penurunan sebesar 6% dari 44,4 per 1.000 *departure*, namun meningkat sebesar 14% dari 2.853 laporan pada tahun 2023. Total penyampaian *hazard report* pada tahun 2024 mencapai 4% dibandingkan dengan target minimal yang ditetapkan pada tahun 2024 sebesar 40 per 1.000 *departures*. Peningkatan *hazard report* antara lain dipengaruhi oleh meningkatnya total keberangkatan pada tahun 2024 yaitu sebanyak 78.885 keberangkatan, naik 24% dibandingkan tahun 2023 sebanyak 63.793 keberangkatan. Data *hazard report* diperoleh dari Unit Safety Information Management Garuda Indonesia, yang berada di bawah Divisi Corporate Quality & Safety Management. Selain *hazard report*, unit yang sama menangani seluruh laporan *incident* dan *accident* yang terjadi pada lingkungan Perusahaan, baik secara internal maupun eksternal.

In 2024, there were 3,315 hazard reports with a rate of 41.9 per 1,000 departures, which included 3,305 hazard reports and 10 incident or mandatory occurrence reports. The rate of hazard reports collected in 2024 decreased by 6% from 44.4 per 1,000 departures but increased by 14% from 2,853 reports in 2023. The total submission of hazard reports in 2024 reached 4% compared to the minimum target set in 2024, which reached 40 per 1,000 departures. The increase in hazard reports was partly influenced by the increase in total departures in 2024, i.e., 78,885 departures, which increased by 24% compared to 63,793 departures in 2023. Hazard report data was obtained from the Garuda Indonesia Safety Information Management Unit under the Corporate Quality, Safety, and Environment Management Division. In addition to hazard reports, the same unit handled all incident and accident reports within the Company, both internally and externally.

Atas komitmen Garuda Indonesia dalam mengupayakan kesehatan dan keselamatan konsumen membawa hasil dengan tidak adanya insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa. Sebab itu, selama tahun pelaporan, Perseroan tidak mendapat peringatan, denda atau hukuman akibat ketidakpatuhan tersebut.

### Informasi Produk dan Layanan [GRI 417-1, 417-2, 417-3]

Garuda Indonesia menjunjung tinggi hak konsumen atas informasi yang benar, jelas, dan jujur, sebagaimana diatur dalam Pasal 4, Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen. Pemenuhan hak ini juga sejalan dengan Etika Bisnis Garuda Indonesia, yaitu memberikan informasi yang relevan, transparan, dan akurat kepada pelanggan mengenai produk dan layanan yang tersedia. Seluruh (100%) produk dan layanan telah sesuai dengan peraturan yang berlaku.

Sebagai bagian dari upaya untuk meningkatkan aksesibilitas dan kemudahan pelanggan dalam mendapatkan informasi terbaru, Garuda Indonesia telah mengoptimalkan berbagai kanal komunikasi digital, termasuk:

1. Website resmi ([www.garuda-indonesia.com](http://www.garuda-indonesia.com)) yang menyediakan informasi terkini mengenai jadwal penerbangan, layanan tambahan, program loyalitas GarudaMiles, serta kebijakan perjalanan yang ramah lingkungan.
2. Garuda Indonesia Mobile App yang tersedia di Apple Store dan Google Play, memberikan pengalaman digital yang lebih seamless bagi pelanggan, termasuk fitur e-boarding pass, digital ticketing, live flight updates, serta akses ke layanan paperless untuk mendukung perjalanan yang lebih berkelanjutan.
3. Akun media sosial resmi di berbagai platform seperti YouTube, Facebook, Twitter (X), Instagram, LinkedIn, dan TikTok, yang digunakan untuk menyampaikan informasi terkait promosi, pembaruan layanan, serta kampanye edukasi keberlanjutan dalam penerbangan.
4. WhatsApp Communication Center, layanan komunikasi terbaru yang memungkinkan pelanggan mendapatkan informasi dan bantuan secara lebih cepat dan efisien, mengurangi kebutuhan percetakan tiket dan brosur fisik.

Melalui optimalisasi berbagai kanal komunikasi ini, Garuda Indonesia memastikan bahwa pelanggan dapat mengakses informasi yang lengkap, terpercaya, dan mudah dijangkau, sejalan dengan komitmen perusahaan dalam meningkatkan transparansi dan kenyamanan layanan bagi seluruh pelanggan.

Selama tahun 2024, tidak terdapat insiden ketidakpatuhan terhadap regulasi terkait dengan pelabelan dan informasi produk dan jasa. Tidak terdapat pula insiden ketidakpatuhan terhadap regulasi terkait komunikasi pemasaran, termasuk periklanan, promosi, dan sponsorship.

Garuda Indonesia's commitment to consumer health and safety resulted in no incidents of non-compliance related to the health and safety impacts of products and services. During the reporting year, the Company did not receive warnings, fines, or penalties for non-compliance.

### Information On Products and Services [GRI 417-1, 417-2, 417-3]

Garuda Indonesia upholds the right to correct, clear and honest information attached to consumers as regulated in Article 4, Law no. 8 of 1999 concerning Consumer Protection. The fulfillment of this right is also in line with Garuda Indonesia's Business Ethics, which is to provide relevant, transparent and accurate information to customers regarding available products and services. All (100%) products and services are in compliance with applicable regulations.

As part of the effort to increase accessibility and ease for customers in obtaining the latest information, Garuda Indonesia has optimized various digital communication channels, including:

1. The official website ([www.garuda-indonesia.com](http://www.garuda-indonesia.com)), providing up-to-date information on flight schedules, ancillary services, GarudaMiles loyalty program, and eco-friendly travel policies.
2. The Garuda Indonesia Mobile App, available on the Apple Store and Google Play, provides a more seamless digital experience for customers, including e-boarding pass features, digital ticketing, live flight updates, and access to paperless services to support more sustainable travel.
3. Official social media accounts on various platforms such as YouTube, Facebook, Twitter (X), Instagram, LinkedIn, and TikTok, which are used to convey information related to promotions, service updates, and sustainability education campaigns in aviation.
4. The WhatsApp Communication Center is the latest communication service that allows customers to get information and assistance more quickly and efficiently, reducing the need to print physical tickets and brochures.

By optimizing various communication channels, Garuda Indonesia ensures that customers can access complete, reliable, and easily accessible information, which aligns with the company's commitment to increasing transparency and the convenience of services for all customers.

During 2024, there were no incidents of non-compliance with regulations related to product and service labeling and information. There were also no incidents of non-compliance with regulations related to marketing communications, including advertising, promotion and sponsorship.

## Dampak Produk/Jasa [OJK F.28]

Sebagai maskapai penerbangan nasional, Garuda Indonesia berperan dalam meningkatkan konektivitas dan mobilitas masyarakat, mendukung pertumbuhan ekonomi, pariwisata, serta perdagangan nasional dan internasional. Layanan penerbangan juga membantu distribusi logistik yang lebih efisien serta memperkenalkan inovasi ramah lingkungan, seperti penggunaan bioavtur dan *in-flight eco-friendly packaging*. Namun, operasional penerbangan juga memiliki tantangan, seperti emisi karbon, kebisingan, serta penggunaan sumber daya alam yang berpotensi berdampak pada lingkungan. Oleh karena itu, Garuda Indonesia berkomitmen untuk mematuhi regulasi dan standar keberlanjutan global, serta menerapkan berbagai langkah mitigasi guna mengurangi dampak negatif yang ditimbulkan.

Untuk memitigasi dampak tersebut, Garuda Indonesia menerapkan berbagai strategi keberlanjutan, termasuk penggunaan bioavtur, optimalisasi rute penerbangan untuk efisiensi bahan bakar, serta perawatan berkala armada guna mengurangi kebisingan. Selain itu, inisiatif seperti *in-flight eco-friendly packaging*, *digital ticketing*, serta WhatsApp Communication Center juga dikembangkan untuk mengurangi limbah dan meningkatkan efisiensi layanan. Garuda Indonesia berkomitmen untuk mematuhi regulasi lingkungan serta menjalankan bisnis yang bertanggung jawab guna memastikan keseimbangan antara pertumbuhan industri penerbangan dan keberlanjutan lingkungan.

Selain itu, Perseroan juga telah melakukan pemetaan terhadap risiko atas dampak negatif yang dapat ditimbulkan dari produk dan jasa yang diberikan kepada konsumen, yakni risiko pemberitaan negatif (reputasi). Pada tahun 2024, telah diidentifikasi potensi-potensi yang dapat menimbulkan risiko terhadap reputasi perusahaan, terutama yang berkaitan dengan produk dan jasa yang diberikan kepada konsumen, seperti penerbangan haji dan lainnya. Atas potensi tersebut, Perseroan telah melakukan langkah mitigasi dengan melakukan kerjasama dengan pihak ketiga, melakukan edukasi publik mengenai industri penerbangan, dan lainnya.

## Jumlah Produk yang Ditarik Kembali [OJK F.29]

Sepanjang tahun 2024, Garuda Indonesia tidak melakukan penarikan kembali (*recall*) terhadap produk atau layanan yang ditawarkan.

## Impact of Products/Services [OJK F.28]

As a national airline, Garuda Indonesia plays a role in improving connectivity and mobility of the community, supporting economic growth, tourism, and national as well as international trade. Aviation services also help more efficient logistics distribution and introduce environmentally friendly innovations, such as the use of bioavtur and *in-flight eco-friendly packaging*. However, flight operations also have challenges, such as carbon emissions, noise, and the use of natural resources that have the potential to impact the environment. Therefore, Garuda Indonesia is committed to complying with global sustainability regulations and standards, as well as implementing various mitigation measures to reduce the negative impacts caused.

To mitigate these impacts, Garuda Indonesia has implemented various sustainability strategies, including the use of bioavtur, optimizing flight routes for fuel efficiency, and regular fleet maintenance to reduce noise. In addition, initiatives such as *in-flight eco-friendly packaging*, *digital ticketing*, and WhatsApp Communication Center are also being developed to reduce waste and improve service efficiency. Garuda Indonesia is committed to complying with environmental regulations and conducting responsible business to ensure a balance between aviation industry growth and environmental sustainability.

In addition, the Company has also mapped the risks of negative impacts that may arise from the products and services provided to consumers, namely the risk of negative publicity (reputation). In 2024, potential risks to the Company's reputation were identified, particularly those related to products and services provided to consumers, such as Hajj flights and others. To mitigate these risks, the Company has taken proactive steps by collaborating with third parties, conducting public education on the aviation industry, and implementing other relevant measures.

## Number of Products Recalled [OJK F.29]

Throughout 2024, Garuda Indonesia did not recall any products or services offered.

## Survei Kepuasan Pelanggan Terhadap Produk dan/atau Jasa [OJK F.30]

Garuda Indonesia, sebagai maskapai penerbangan nasional, memiliki peran penting dalam menjaga kenyamanan dan keselamatan penumpangnya selama perjalanan. Dalam upaya untuk terus meningkatkan layanan dan kualitas pengalaman penerbangan, Garuda Indonesia sangat bergantung pada umpan balik yang diberikan oleh pelanggan. Survei kepuasan pelanggan menjadi salah satu alat yang sangat penting dalam mengevaluasi kinerja perusahaan serta memahami kebutuhan dan harapan konsumen. Garuda Indonesia telah melakukan pemetaan risiko atas kepuasan konsumen, seperti peningkatan atau penurunan nilai indeks CSI di area *service (ground dan inflight)*. Risiko tersebut telah terdaftar sebagai salah satu risiko Perseroan yang dimonitor secara periodik. Oleh karenanya, Perseroan secara rutin melakukan survei kepuasan pelanggan.

Garuda Indonesia telah melakukan survei kepuasan pelanggan dengan metode *Achievement Customer Satisfaction Index (CSI)* dan *Net Promoter Score (NPS)*. Survei dilakukan dengan mengundang penumpang Garuda Indonesia mengisi survei *on line* yang dikirimkan melalui *email* setelah menyelesaikan penerbangan maupun melalui media *Suggestion Form* yang diisi oleh penumpang saat penerbangan dengan total responden pada periode Januari sampai dengan Desember 2024 sebanyak 20.766 penumpang.

Berdasarkan survei yang telah dilakukan, tingkat kepuasan pelanggan (*Customer Satisfaction Index* atau CSI) mencapai 84,1. Hasil survei tersebut menunjukkan bahwa tingkat kepuasan 2024 naik dibandingkan dengan 2023. Tiga nilai tertinggi pada 2024 adalah pada *Flight Attendant Service, Cabin Condition* dan *Lavatory*.

## Customer Satisfaction Survey With Products and/or Services [OJK F.30]

Garuda Indonesia, as the national airline, plays a vital role in ensuring the comfort and safety of its passengers throughout their journey. As part of its commitment to continuously improve service and enhance the overall flight experience, Garuda Indonesia places great importance on customer feedback. Customer satisfaction surveys serve as a key instrument in evaluating company performance and understanding the needs and expectations of consumers. The Company has identified and mapped risks to customer satisfaction, including potential fluctuations in the Customer Satisfaction Index (CSI) in both ground and in-flight service areas. These risks have been listed as part of the Company’s risk register and are monitored on a regular basis. Accordingly, the Company routinely conducts customer satisfaction surveys.

Garuda Indonesia conducted customer satisfaction surveys using the Achievement Customer Satisfaction Index (CSI) and Net Promoter Score (NPS) methodologies. The survey was carried out by inviting Garuda Indonesia passengers to complete an online questionnaire sent via email after their flight, or through the Suggestion Form available onboard. A total of 20,766 passengers participated in the survey from January to December 2024.

Based on the survey, the customer satisfaction level (Customer Satisfaction Index or CSI) reached 84.1. The results show that the satisfaction level in 2024 increased compared to 2023. The three highest scores in 2024 were in Flight Attendant Service, Cabin Condition, and Lavatory.

### Tabel Indeks Kepuasan Pelanggan Customer Satisfaction Index Table

Keterangan Description	Kepuasan Pelanggan (Skala Likert) Customer Satisfaction (Likert Scale)		
	2024	2023	2022
Indeks Kepuasan Pelanggan Customer Satisfaction Index	84,1	82,4	83,0

### Tabel Tingkat Kepuasan Penumpang Garuda Indonesia Garuda Indonesia Passenger Satisfaction Level Table

Touch Point	Attributes	Mean Satisfaction		
		FY 2024	FY 2023	FY 2022
Pre Journey	Website Service	81,6	86,1	85,6
	Mobile App Service	79,9	84,5	84,0
	Contact Centre Service	81,2	85,0	84,1
	Sales Office Service	86,6	87,1	90,1
	Loyalty Program	83,7	81,6	80,6

## Tabel Tingkat Kepuasan Penumpang Garuda Indonesia

Garuda Indonesia Passenger Satisfaction Level Table

Touch Point	Attributes	Mean Satisfaction		
		FY 2024	FY 2023	FY 2022
Pre and Post Flight	Check-in Service	87,3	86,0	84,4
	Customer Service	86,9	85,0	83,7
	Garuda Indonesia Lounge	78,2	68,2	71,0
	Boarding Management	83,9	82,0	79,9
	On Time Performance	87,5	89,1	87,2
	Baggage Service	83,8	83,1	80,8
	Delay Management	79,3	78,7	77,8
	Service Recovery	81,5	79,9	78,2
In Flight	Flight Attendant Services	93,9	93,8	90,9
	Flight Attendant Services	89,1	89,5	87,2
	Seat Comfort	86,2	87,5	85,7
	Lavatory (Cleanliness & Function)	88,3	88,9	86,6
	Food & Beverages (Quality & Quantity)	83,5	83,5	76,4
	In Flight Entertainment (Audio Video)	75,6	77,8	74,6
	Ancillaries Products	82,5	82,2	79,2

Selain angka kepuasan konsumen/penumpang, Garuda Indonesia juga mengukur Net Promotor Score (NPS) sebagai indikator lain mengenai kepuasan pelanggan. Angka NPS tersebut mewakili seberapa besar pelanggan akan merekomendasikan produk atau layanan Perseroan kepada keluarga, kolega, atau teman. Pada tahun 2024, Perseroan berhasil meraih nilai NPS sebesar 65,2. Nilai NPS tahun 2024 menandakan bahwa jumlah *promotor customer* masih lebih banyak dari *detractor customer*.

In addition to customer/passenger satisfaction figures, Garuda Indonesia also measures the Net Promoter Score (NPS) as another indicator of customer satisfaction. The NPS figure represents how likely customers are to recommend the Company's products or services to family, colleagues, or friends. In 2024, the Company managed to achieve an NPS value of 65.2. The NPS value in 2024 indicates that the number of promoter customers is still greater than the number of detractor customer.

## Tabel Net Promotor Score

Net Promoter Score Tabel

Keterangan Description	Nilai NPS (Dalam Persentase) NPS Value (In Percentage)		
	2024	2023	2022
Net Promotor Score	65,2	74,5%	71,2%

# Verifikasi Tertulis dari Pihak Independen [OJK G.1, GRI 2-5]

## Written Verification from Independent Parties [OJK G.1, GRI 2-5]

Laporan Keberlanjutan PT Garuda Indonesia (Persero) Tbk Tahun 2024 telah diverifikasi oleh pihak independen yang kompeten di bidangnya. Perseroan telah menunjuk PT Kharisma Integrasi Manajemen untuk melakukan verifikasi laporan keberlanjutan ini. Penunjukkan pihak independen mengutamakan penggunaan produk lokal/dalam negeri. Pihak verifikator tidak terlibat dalam proses penyusunan laporan dan dengan demikian, tidak ada benturan kepentingan. Proses verifikasi dilakukan berdasarkan standar AA1000 Assurance Standard v.3 Type 2 Moderate level of Assurance.

The Sustainability Report of PT Garuda Indonesia (Persero) Tbk Year 2024 has been verified by an independent party that is competent in its field. The Company has appointed PT Kharisma Integrasi Manajemen to verify this sustainability report. The appointment of an independent party prioritizes the use of local / domestic products. The verifier is not involved in the report preparation process and as such, there is no conflict of interest. The verification process was conducted based on AA1000 Assurance Standard v.3 Type 2 Moderate level of Assurance.

## Independent Assurance Statement

No. 083/EXT/GI-ASR/KIM/VI/2025

### To the management and stakeholders of PT Garuda Indonesia (Persero) Tbk

We, PT Kharisma Integrasi Manajemen, have been assigned by PT Garuda Indonesia (Persero) Tbk (GIAA) to conduct independent assurance regarding the sustainability data and information in the Sustainability Report ("Report") for the year ended December 31, 2024.

### Competence and Independence

The assurance assignment is carried out by our assurance team, which has extensive professional and technical competence and experience. The assurance team consists of certified sustainability reporting specialists and certified sustainability reporting assurers to ensure a high-level of competence and professional qualification in conducting the assignment. We conduct all assurance work independently, without any conflicts of interest, as we were not involved in drafting any key parts of the Report.

### Responsibilities

The management of GIAA is responsible for the presentation of all information and statements within the Report, and all data contained therein including targets, management policies, sustainability performance achievements, and other company actions. Our responsibility is to carry out assurance assignments and to issue assurance statements on statements related to sustainability performance in the report in accordance with the agreed terms of reference. This statement represents our independent opinion.

### Assurance Standards and Criteria

The assurance implementation process refers to the AA1000 Assurance Standard (AA1000 AS v3) standards and criteria issued by AccountAbility. We have designed and implemented an assignment to evaluate GIAA for compliance with the principles of accountability according to the AA1000AP (2018) criteria, which includes inclusivity, materiality, responsiveness, and its impact in drafting of report. The assignment was carried out by reviewing the disclosed performance evaluation and data collection process relevant to the Reporting Principles in the GRI Standards including stakeholder inclusivity, sustainability context, materiality, completeness, balances, comparability, accuracy, timeliness, clarity, and reliability.

### Scope of Assurance

The assignment was designed and carried out with procedures for gathering and verifying evidence to obtain assurance according to agreed terms of reference. The engagement was performed at type 2 and a moderate assurance level under AA1000AS v3, which include:

- 1) Assessment of GIAA's compliance with AA1000 AP (2018); and
- 2) Assessment of the accuracy and quality of the sustainability performance information that is in accordance with GRI Standards in the Report, namely (1) Economic topics include: Procurement Practices (GRI 204); and (2) Social topics include: Training and Education (GRI 404), and Customer Health and Safety (GRI 416).

### Limitations

Assurance is performed at a moderate (or limited) level with management/responsible or data owner level data review and verification. The scope of the engagement was limited to the Report and focuses on disclosures, statements, and claims related to sustainability performance information during the reporting period from January 2024 to December 2024. The engagement did not assess historical information, financial data, technical descriptions of production equipment and processes, or other information that is not related to the scope or that is already supported by existing documents, and annual reports or third-party audited financial statements.

### Methodology

The assignment is carried out through a series of procedures to assess the accuracy of certain specific statements and certain data sets presented in the report, as well as the systems and processes for managing and reporting them, as follows:

- 1) Identifying statements and data sets that are classified by relevant data ownership and the type of evidence required for the verification process.
- 2) Conducting interviews using Video Conference with management/the person in charge and data owners. The data verification process includes:
  - Ask questions regarding quantitative and qualitative aspects of the Report disclosures, including performance information, policies, procedures and underlying management systems.
  - Request evidence of data sources and explanations of relevant data collection and calculation methods to support figures and claims.
  - Verify claims made in the Report and confirming the evidence presented including calculation methods, criteria and assumptions with several data owners and other documentation from internal sources.
  - Cross-referencing between previous Sustainability Reports and the latest Report.



- 3) Reviewing the information that are collected and submitted feedback for immediate corrections, and as well as provide recommendations as necessary or for improving the content of future Reports.

#### **Evaluation of Compliance with the AccountAbility Principle (AA1000AP)**

The conclusion related to compliance with AA1000AP (2018) on Inclusivity, Materiality, Responsiveness, and Impact includes the following findings:

- **Inclusivity**

GIAA has demonstrated internal involvement in the process of determining material issues, such as the involvement of the Corporate Secretary, Legal & Compliance, Human Capital, and Corporate Sustainability units. There are also efforts to confirm with external stakeholders on prioritized material topics.

- **Materiality**

The materiality process has included the identification of actual and potential impacts and an assessment of the significance of topics. However, the report does not include a materiality matrix or transparent information regarding the quantitative assessment method for the selected topics.

- **Responsiveness**

GIAA has responded to sustainability issues through various initiatives such as Carbon Neutral Flight, ESG training, and SAF usage program. However, reporting has not explicitly explained how external stakeholder input directly contributes to policy or program changes.

- **Impact**

GIAA has demonstrated a commitment to monitoring and taking responsibility for its planning and operations across all organizational units. The company describes a number of concrete programs that reflect awareness of impacts, such as decarbonization programs, mangrove restoration, energy efficiency, and waste management.

#### **Evaluation of the Accuracy and Quality of the Specified Sustainability Information**

The report has presented information relating to sustainability issues and key stakeholders. We carefully observed that the accuracy and reliability of the information disclosed is reasonably supported by adequate sources and management processes.

### Conclusion

Based on limited assurance, we concluded that the Report presents fair information and no material errors were found in the data within the agreed scope. All findings are included here, while recommendations are submitted to management in a separate report.

Jakarta, June 30, 2025

Assurance Leader



**Ismaya Aji, S.E, M.Ec, M.Ak, ACSAP, CSP, CSEP, CSRA, CISP, GRCA, CIAS.**

Associate Certified Sustainability Assurance Practitioner No. A11102407

Certified Sustainability Practitioner No. 270924S07

Certified Stakeholder Engagement Practitioner No. 130924SE07

Certified Sustainability Reporting Assurer No. A.1208044

Certified Integrated and Sustainability Reporting Professional No. SRAsia-Indo.2022.003.258483

Certified Governance Risk Compliance Audit No. GRCA-38595356

Certificate of Public Accountant Registration Training for Auditor Level - The Audit Board of The Republic of Indonesia (BPK-RI) No.1366/DPK/KAP/JKT/09/2020

# Lembar Umpan Balik [OJK G.2 GRI 2-26]

## Feedback Sheet [OJK G.2 GRI 2-26]

Setelah membaca Laporan Keberlanjutan PT Garuda Indonesia (Persero) Tbk Tahun Buku 2024, kami mohon kesediaan para pemangku kepentingan untuk memberikan umpan balik dengan mengirim email atau mengirim formulir ini melalui fax/pos.

After reading the Sustainability Report of PT Garuda Indonesia (Persero) Tbk for the 2024 Financial Year, we would like to request stakeholders to provide feedback by sending an email or submitting this form via fax/post.

1. Mohon beri tanda ceklis (✓) pada kolom setuju atau tidak setuju

1. Please put a check mark (✓) in the agree or disagree column.

Pertanyaan Questions	Setuju Agree	Tidak Setuju Disagree
Laporan ini telah memberikan informasi yang bermanfaat mengenai kinerja ekonomi, sosial, dan lingkungan Perusahaan. This report has provided useful information regarding the Company's economic, social, and environmental performance		
Data dan informasi yang diungkapkan mudah dipahami, lengkap, transparan, dan berimbang. The data and information disclosed are easy to understand, complete, transparent, and balanced.		
Data dan informasi yang disajikan berguna dalam pengambilan keputusan. The data and information presented are useful in decision making.		
Laporan ini menarik dan mudah dibaca. This report is interesting and easy to read.		

2. Mohon berikan nilai mengenai topik material yang terdapat dalam laporan Keberlanjutan ini (nilai 1 = paling penting, 2 = penting, 3 = tidak penting, 4 = sangat tidak penting).

2. Please rate the material topics contained in this Sustainability report (1 = most important, 2 = important, 3 = not important, 4 = not very important).

(.....)	Kinerja Ekonomi Economic Performance
(.....)	Dampak Ekonomi Tidak Langsung Indirect Economic Impact
(.....)	Emisi Emissions
(.....)	Kesehatan dan Keselamatan Kerja Occupational Health and Safety
(.....)	Pelatihan dan Pendidikan Training and Education
(.....)	Kesehatan dan Keselamatan Pelanggan Customer Health and Safety
(.....)	Pemasaran dan Pelabelan Marketing and Labeling
(.....)	Hubungan Tenaga Kerja dengan Manajemen Labor-Management Relations
(.....)	Kebebasan Berserikat dan Perundingan Kolektif Freedom of Association and Collective Bargaining
(.....)	Praktik Pengadaan Procurement Practices
(.....)	Keberagaman dan Kesempatan Setara Diversity and Equal Opportunity

3. Mohon berikan komentar/saran/usulan bagi laporan ini.

.....  
.....  
.....  
.....  
.....

**Identitas Pemangku Kepentingan**

Nama : .....  
Pekerjaan : .....  
Institusi/Perusahaan : .....  
Kontak (telepon, email) : .....

**Kategori Pemangku Kepentingan**

- Penumpang
- Pemegang Saham dan Investor
- Pegawai
- Pemerintah
- Mitra Kerja
- Lainnya.....

Saran dan tanggapan yang Anda berikan atas informasi yang disajikan dalam laporan ini mohon dikirimkan kepada:

**Investor Relations**

**PT Garuda Indonesia (Persero) Tbk.**  
Gedung Manajemen Garuda Indonesia  
Lantai Dasar Garuda City, Bandar Udara Internasional  
Soekarno-Hatta, Tangerang, 15111, Indonesia.  
Telp : (+62 21)2560 1001  
Email : investor@garuda-indonesia.com  
Website: www.garuda-indonesia.com

3. Please provide comments/suggestions/suggestions for this report.

.....  
.....  
.....  
.....

**Stakeholder Identity**

Name : .....  
Occupation : .....  
Institution/Company : .....  
Contact (phone, email) : .....

**Stakeholder Category**

- Passengers
- Shareholders and Investors
- Employees
- Government
- Business Partners
- Others.....

Your feedback on the information presented in this report should be sent to:

**Investor Relations**

**PT Garuda Indonesia (Persero) Tbk.**  
Garuda Indonesia Management Building  
Ground Floor Garuda City, International Airport  
Soekarno-Hatta, Tangerang, 15111, Indonesia.  
Phone : (+62 21)2560 1001  
Email : investor@garuda-indonesia.com  
Website: www.garuda-indonesia.com

# Tanggapan Terhadap Umpan Balik Laporan Keberlanjutan Tahun 2023 [OJK G.3]

Response To Feedback on The 2023 Sustainability Report [OJK G.3]

Sepanjang tahun 2024, Perseroan tidak menerima umpan balik atas Laporan Keberlanjutan tahun 2023 sehingga tidak terdapat tindak lanjut yang dilakukan dalam laporan keberlanjutan tahun ini. Namun demikian, Garuda Indonesia senantiasa berupaya untuk meningkatkan pelaporan sesuai dengan peraturan yang berlaku, termasuk memenuhi standar yang ditetapkan oleh otoritas terkait dan prinsip-prinsip pelaporan yang transparan serta berkelanjutan. Perseroan terus melakukan evaluasi dan perbaikan dalam setiap tahapan untuk memastikan laporan yang disampaikan mencerminkan kinerja dan komitmen kami terhadap keberlanjutan, serta untuk memenuhi ekspektasi pemangku kepentingan.

Throughout 2024, the Company did not receive any feedback on the 2023 Sustainability Report and therefore no follow-up was conducted on this year's sustainability report. Nevertheless, Garuda Indonesia always strives to improve its reporting in accordance with applicable regulations, including meeting the standards set by relevant authorities and the principles of transparent and sustainable reporting. The Company continues to evaluate and improve at every stage to ensure the report reflects our performance and commitment to sustainability, and to meet stakeholder expectations.

## Daftar Pengungkapan Sesuai Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 [OJK G.4]

List of Disclosures in Accordance With Financial Services

Authority Regulation Number 51/POJK.03/2017 [OJK G.4]

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\*) N/A: Not Applicable

# Indeks Isi Consolidated GRI Standard 2021

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			Persyaratan Yang Tidak Dicantumkan Omitted Requirements Xx	Alasan Reason	Penjelasan Description	
<b>Pernyataan Penggunaan</b> Statement of Use	<b>PT Garuda Indonesia (Persero) Tbk telah melaporkan informasi yang dikutip dalam indeks konten GRI untuk periode 1 Januari 2024 hingga 31 Desember 2024 sesuai dengan (“in accordance”) pada Consolidated GRI Standard 2021.</b> PT Garuda Indonesia (Persero) Tbk has reported the information cited in the GRI content index for the period from January 1, 2024, to December 31, 2024, in accordance with the Consolidated GRI Standard 2021.					
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<b>DAMPAK EKONOMI TIDAK LANGSUNG</b> INDIRECT ECONOMIC IMPACTS						
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<b>TOPIK LINGKUNGAN</b> ENVIRONMENTAL TOPIC						
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<b>MASYARAKAT LOKAL</b> LOCAL COMMUNITIES						
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GRI 416: Kesehatan dan Keselamatan Pelanggan 2016 GRI 416: Customer Health and Safety for 2016	GRI 416-1	Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa Assessment of the health and safety impacts of different product and service categories	203			
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			Persyaratan Yang Tidak Dicantumkan Omitted Requirements Xx	Alasan Reason	Penjelasan Description	
<b>PEMASARAN DAN PELABELAN</b> MARKETING AND LABELING						
GRI 417: Pemasaran dan Pelabelan 2016 GRI 417: Marketing and Labeling 2016	GRI 417-1	Persyaratan untuk pelabelan dan informasi produk dan jasa Requirements for product and service labeling and information	208			
	GRI 417-2	Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa Incidents of non-compliance in relation to health and safety impacts of products and services	208			
	GRI 417-3	Insiden ketidakpatuhan terkait komunikasi pemasaran Non-compliance incidents related to marketing communications	208			
<b>PRIVASI PELANGGAN</b> CUSTOMER PRIVACY						
GRI 418: Privasi Nasabah 2016 GRI 418: Customer Privacy for 2018	GRI 418-1	Pengaduan yang berdasar mengenai pelanggaran terhadap privasi pelanggan dan hilangnya data pelanggan Substantiated complaints concerning breaches of customer privacy and losses of customer data	199			

# Indeks Sustainability Accounting Standard Board (SASB) Standards Airlines

TOPIC	METRIC	INDEX	PAGE
<b>SUSTAINABILITY DISCLOSURE TOPICS &amp; METRICS</b>			
Greenhouse Gas Emissions	Gross global Scope 1 emissions	TR-AL-110a.1	137
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-AL-110a.2	137
	(1) Total fuel consumed, (2) percentage alternative and (3) percentage sustainable	TR-AL-110a.3	129
Labour Practices	Percentage of active workforce employed under collective agreements	TR-AL-310a.1	-
	(1) Number of work stoppages and (2) total days idle	TR-AL-310a.2	-
Competitive Behaviour	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	TR-AL-520a.1	197
Accident & Safety Management	Description of implementation and outcomes of a Safety Management System	TR-AL-540a.1	203
	Number of aviation accidents	TR-AL-540a.2	175
	Number of governmental enforcement actions of aviation safety regulations	TR-AL-540a.3	174
<b>ACTIVITY METRIC</b>			
	Available seat kilometres (ASK)	TR-AL-000.A	38
	Passenger load factor	TR-AL-000.B	38
	Revenue passenger kilometres (RPK)	TR-AL-000.C	38
	Revenue tonne-kilometres (RTK)	TR-AL-000.D	38
	Number of departures	TR-AL-000.E	38
	Average age of fleet	TR-AL-000.F	38

# Indeks Sustainability Accounting Standard Board (SASB) Standards Air Freight And Logistics






TOPIC	METRIC	INDEX	PAGE
<b>SUSTAINABILITY DISCLOSURE TOPICS &amp; METRICS</b>			
Greenhouse Gas Emissions	Gross global Scope 1 emissions	TR-AF-110a.1	137
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-AF-110a.2	137
	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	TR-AF-110a.3	129
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	TR-AF-120a.1	142
Labour Practices	Percentage of drivers classified as independent contractors	TR-AF-310a.1	-
	Total amount of monetary losses as a result of legal proceedings associated with labour law violations	TR-AF-310a.2	197
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-AF-320a.1	175
Supply Chain Management	Total greenhouse gas (GHG) footprint across transport modes	TR-AF-430a.2	137
	Discussion of policies and strategies to identify, assess and manage business disruption risks associated with contract carrier safety	TR-AF-430a.3	-
Accident & Safety Management	Description of implementation and outcomes of a Safety Management System	TR-AF-540a.1	203
	Number of aviation accidents	TR-AF-540a.2	175
	Number of road accidents and incidents	TR-AF-540a.3	175
<b>ACTIVITY METRIC</b>			
	(Revenue tonne-kilometres (RTK) for: (1) road transport and (2) air transport	TR-AF-000.A	38
	Load factor for: (1) road transport and (2) air transport	TR-AF-000.B	38
	Number of employees, number of truck drivers	TR-AF-000.C	38

# Tautan Standar GRI Dengan TPB



## Link Between GRI Standards and SDGS




PT Garuda Indonesia (Persero) Tbk berkomitmen untuk berkontribusi dalam pencapaian TPB/SDGs di Indonesia. Dukungan disampaikan melalui tautan antara program/kegiatan yang dilakukan PT Garuda Indonesia (Persero) Tbk dengan GRI Standard dan SDGs, sesuai panduan *SDG Compass* yang diterbitkan oleh GRI, *United Nations Global Compact*, dan *World Business Council for Sustainable Development (WBCSD)*, sebagaimana tabel di bawah ini:



PT Garuda Indonesia (Persero) Tbk is committed to supporting the achievement of the Sustainable Development Goals (SDGs) in Indonesia. This commitment is demonstrated through the alignment of the company's programs and activities with the GRI Standards and relevant SDGs. The linkage follows the *SDG Compass* guidelines published by the Global Reporting Initiative (GRI), the United Nations Global Compact, and the World Business Council for Sustainable Development (WBCSD), as shown in the table below:

Logo	Tujuan Objectives	Relevansi GRI Standard Relevant GRI Standards	Disclosure	Judul Indikator Indicator Title
	Mengakhiri kemiskinan dalam segala bentuk di mana pun. Eradicating poverty in all its forms everywhere	GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts
	Mengakhiri kelaparan, mencapai ketahanan pangan, memperbaiki nutrisi dan mempromosikan pertanian yang berkelanjutan. Eliminating hunger, achieving food security, improving nutrition, and promoting sustainable agriculture			
	Menjamin kehidupan yang sehat dan mendorong kesejahteraan bagi semua orang di segala usia. Ensuring a healthy life and promoting the welfare of people of all ages	GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts
	Menjamin kualitas pendidikan yang inklusif dan merata serta meningkatkan kesempatan belajar sepanjang hayat untuk semua pada tahun 2030. Ensuring the quality of inclusive and equitable education and promoting lifelong learning opportunities for all by 2030			
	Mencapai kesetaraan gender dan memberdayakan semua perempuan dan anak perempuan. Achieving gender equality and empowering all women and girls	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-9 2-10	Struktur dan komposisi tata kelola Governance structure and composition  Nominasi dan pemilihan badan tata kelola tertinggi Nomination and selection of the highest governance body

Logo	Tujuan Objectives	Relevansi GRI Standard Relevant GRI Standards	Disclosure	Judul Indikator Indicator Title
	<p>Memastikan masyarakat mencapai akses universal air bersih dan sanitasi. Ensuring universal access to clean water and sanitation for all</p>	<p>GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016</p>	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investment and service support
			302-1	Konsumsi energi di dalam organisasi Energy consumption within the organization
	<p>Menjamin akses energi yang terjangkau, andal, berkelanjutan, dan modern untuk semua lapisan masyarakat. Ensuring access to affordable, reliable, sustainable, and modern energy for all</p>	<p>GRI 302: Energi 2016 GRI 302: Energy for 2016</p>	302-2	Konsumsi energi di luar organisasi Energy consumption outside the organization
			302-3	Intensitas energi Energy intensity
			302-4	Reduksi konsumsi energi Reduction of energy consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction in energy requirements of products and services
			2-7	Karyawan Employees
	<p>Berusaha meningkatkan pertumbuhan ekonomi yang inklusif dan berkelanjutan, kesempatan kerja yang produktif dan menyeluruh serta pekerjaan yang layak untuk semua. Promoting inclusive and sustainable economic growth, productive and comprehensive employment opportunities, and decent work for all</p>	<p>GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021</p>	2-8	Pekerja yang bukan karyawan Non-employee workers
			2-30	Perjanjian kerja Bersama Collective bargaining agreement
			201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed
		<p>GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016</p>	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts

Logo	Tujuan Objectives	Relevansi GRI Standard Relevant GRI Standards	Disclosure	Judul Indikator Indicator Title
		GRI 302: Energi 2016 GRI 302: Energy for 2016	302-1	Konsumsi energi di dalam organisasi Energy consumption within the organization
			302-2	Konsumsi energi di luar organisasi Energy consumption outside the organization
			302-3	Intensitas energi Energy intensity
			302-4	Reduksi konsumsi energi Reduction of energy consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction in energy requirements of products and services
		G4 Suplemen Sektor Keuangan G4 Financial Sector Supplement	FS6	Persentase dari portofolio untuk lini bisnis menurut wilayah, ukuran, dan sektor Percentage of portfolio for business lines categorized by region, size, and sector
	<p>Membangun infrastruktur yang tangguh, meningkatkan industri inklusif dan berkelanjutan, serta mendorong inovasi. Building resilient infrastructure, promoting inclusive and sustainable industry, and fostering innovation</p>	GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance for 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed
		GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investment and service support
		G4 Suplemen Sektor Keuangan G4 Financial Sector Supplement	FS6	Persentase dari portofolio untuk lini bisnis menurut wilayah, ukuran, dan sektor Percentage of portfolio for business lines categorized by region, size, and sector
	<p>Mengurangi Kesenjangan Intra dan Antar Negara Reducing intra- and inter-country disparities</p>	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-7	Karyawan Employees
		G4 Suplemen Sektor Keuangan G4 Financial Sector Supplement	FS9	Cakupan dan frekuensi audit serta prosedur penilaian risiko Audit coverage and frequency, as well as risk assessment procedures

Logo	Tujuan Objectives	Relevansi GRI Standard Relevant GRI Standards	Disclosure	Judul Indikator Indicator Title
			FS15	Kebijakan untuk produk dan layanan keuangan yang adil Fair policies for financial products and services
	Menjadikan kota dan pemukiman inklusif, aman, tangguh dan berkelanjutan Making cities and settlements inclusive, safe, resilient, and sustainable	GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investment and service support
	Menjamin pola produksi dan konsumsi yang bertanggungjawab Ensuring responsible production and consumption patterns	GRI 302: Energi 2016 GRI 302: Energy for 2016	302-1	Konsumsi energi di dalam organisasi Energy consumption within the organization
			302-2	Konsumsi energi di luar organisasi Energy consumption outside the organization
			302-3	Intensitas energi Energy intensity
			302-4	Reduksi konsumsi energi Reduction of energy consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction in energy requirements of products and services
	Mengambil aksi segera untuk memerangi perubahan iklim dan dampaknya karena perubahan iklim adalah tantangan global yang memengaruhi setiap orang. Taking urgent actions to address climate change and its impacts as climate change is a global challenge that affects everyone	GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance for 2016	201-2	Implikasi finansial serta risiko dan peluang lain akibat perubahan iklim Financial implications as well as other risks and opportunities due to climate change

Logo	Tujuan Objectives	Relevansi GRI Standard Relevant GRI Standards	Disclosure	Judul Indikator Indicator Title
		GRI 302: Energi 2016 GRI 302: Energy for 2016	302-1	Konsumsi energi di dalam organisasi Energy consumption within the organization
			302-2	Konsumsi energi di luar organisasi Energy consumption outside the organization
			302-3	Intensitas energi Energy intensity
			302-4	Reduksi konsumsi energi Reduction of energy consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction in energy requirements of products and services
	Melestarikan dan memanfaatkan secara berkelanjutan sumber daya kelautan dan samudera untuk pembangunan berkelanjutan Sustainably preserving and utilizing marine and oceanic resources for sustainable development			
	Melindungi, Merestorasi dan Meningkatkan Pemanfaatan Berkelanjutan Ekosistem Daratan, Mengelola Hutan Secara Lestari, Menghentikan Penggurunan, Memulihkan Degradasi lahan, serta Menghentikan Kehilangan Keanekaragaman Hayati Protecting, restoring, and promoting the sustainable utilization of terrestrial ecosystems, managing forests sustainably, halting desertification, reversing land degradation, and stopping biodiversity loss			

Logo	Tujuan Objectives	Relevansi GRI Standard Relevant GRI Standards	Disclosure	Judul Indikator Indicator Title
	<p>Menguatkan Masyarakat yang Inklusif dan Damai untuk Pembangunan Berkelanjutan, Menyediakan Akses Keadilan untuk Semua, dan Membangun Kelembagaan yang Efektif, Akuntabel, dan Inklusif di Semua Tingkatan</p> <p>Enhancing inclusive and peaceful society for sustainable development, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels</p>	<p>GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021</p>	2-9	<p>Struktur dan komposisi tata kelola Governance structure and composition</p>
			2-10	<p>Nominasi dan pemilihan badan tata kelola tertinggi Nomination and selection of the highest governance body</p>
			2-11	<p>Ketua badan tata kelola tertinggi Chair of the highest governance body</p>
			2-12	<p>Peran badan tata kelola tertinggi dalam mengawasi pengelolaan dampak Role of the highest governance body in overseeing impact management</p>
			2-15	<p>Benturan kepentingan Conflict of interest</p>
			2-16	<p>Komunikasi hal-hal penting Communication of critical concerns</p>
			2-23	<p>Komitmen kebijakan Policy commitment</p>
			2-25	<p>Proses untuk memulihkan dampak negative Process for remediating negative impacts</p>
			2-26	<p>Mekanisme pemberian umpan balik/saran dan menyampaikan kekhawatiran Mechanism for providing feedback/suggestions and raising concerns</p>
2-29	<p>Pendekatan keterlibatan pemangku kepentingan Approach to stakeholder engagement</p>			
	<p>Menguatkan Sarana Pelaksanaan dan Merevitalisasi Kemitraan Global untuk Pembangunan Berkelanjutan</p> <p>Improving implementation facilities and revitalizing global partnerships for sustainable development</p>			



# Bridging Nations, Empowering Sustainable Future



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